In your company...

Building engaged individuals within your company through the use of culture and leadership is an ongoing challenge. Something to reflect about is if culture is a tool for managers to create engagement, or are managers tools for nurturing culture while evolving company dynamics? We believe these concepts depend on each other, coexisting to create the magic that drives success.

...at which level are your culture expressed?

A proactive approach to shaping company culture involves using a **shared language**, often referred to as "principles." These principles truly come to life when **naturally integrated** into everyday conversations, whether around the coffee table or during meetings. To be effective, these principles should be **easy to apply** in daily discussions. Many companies have values or principles, but sometimes these can be too broad to offer practical guidance for navigating daily tasks with purpose. They should offer clear support for making decisions in various situations without becoming rigid methods, as the right approach often depends on the situation. When principles are too vague, they fail to align us effectively.

How can you formulate your principles in a useful, practical way, to be a natural part of the daily decision making and conversations at a company?

When managers transition within an organization, ongoing onboarding is uncommon, especially regarding cultural aspects and how company-specific leadership is approached. This process tends to rely more on the departing manager than on a **structured routine**. While first-time managers in large companies often receive structured onboarding and training, there's a noticeable absence of **systematic leadership onboarding** that focuses on company-specific leadership and culture when managers move on to their next roles. Even as managers progress to higher positions, this deficiency persists. This lack of tailored onboarding, particularly for incoming upper-level managers, can cause a decline in achieved operational excellence over time.

...do you onboard managers continuously?

How do you as a company preserve and develop a beneficial culture and way of working, when the culture carriers (=managers) do not convey the culture and leadership amongst each other or in their role?

A good way is to use a method for incorporating leadership skills aligned with your desired culture and integrate them throughout the manager's journey within the company: in training, continuous onboarding, and reward systems. However, often when doing transformations like operational excellence, lean methodologies, or agility the leadership behaviors and culture are not adequately integrated into the company's usual processes, making them challenging to maintain over the long term.

So, what can you do about this? The first step is of course to create a shared awareness in the management team. A good start can be, at your next management team session or if you are supporting a management team/HR team, to prepare by making an inquiry and facilitate self-reflection on the status of your "eco-system".

We call this **Management System Check-up**, and this can be done in several ways, depending on the situation. Read more here [SAM Management System Checkup](#) **,** or contact us