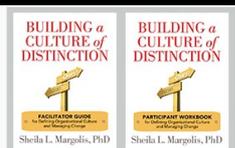


# **Core Culture**

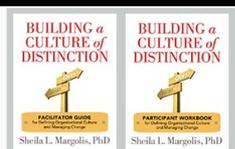
**by**

**Sheila L. Margolis, PhD**

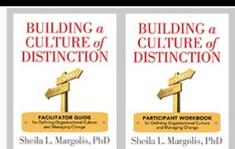
**In successful companies,  
employees understand the values  
that are core to their culture.**



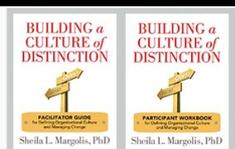
**To understand culture, you must  
look inside your organization.**



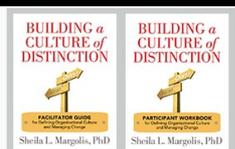
**Core Culture is the essence  
of your culture.**



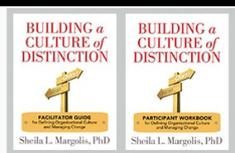
**Core Culture is the foundation for why you're in business and the framework for how you distinctively and strategically do your work.**



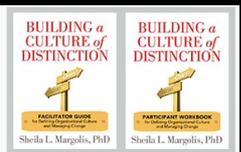
**Core Culture consists of  
the vital Purpose,  
distinctive and enduring  
Philosophy, and  
strategic and universal Priorities.**



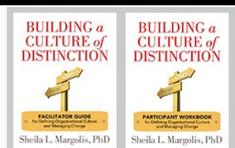
**Core Culture is the heart and soul  
of your organization.**



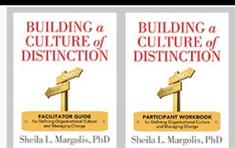
**Purpose is the “why” of the organization.**



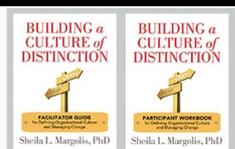
**Why does your organization exist?  
Why is the work you do  
important?**



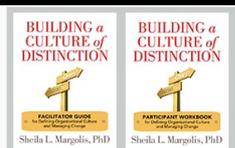
**Businesses exist to make a profit.  
They also exist to make a  
difference.**



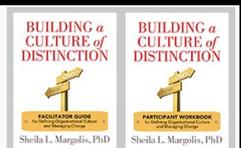
**Your work is more than a job;  
it's a cause that's  
making a difference  
in people's lives.**



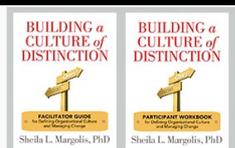
**A Purpose statement is brief in length and broad in scope.**



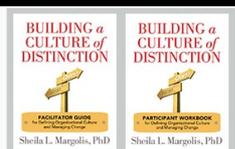
The Purpose should inspire.



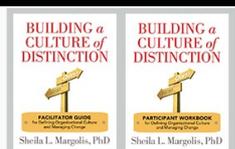
**A broadly-stated Purpose  
expands your perspective.  
It opens you to endless  
possibilities.**



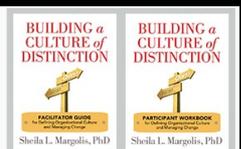
**When employees share the Purpose, there is a collective spirit that propels the organization to greater performance and heightened success.**



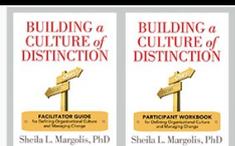
**Philosophy is the  
distinctive and enduring  
“how”  
of the organization.**



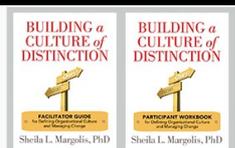
# “How” you do your work matters!



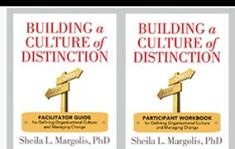
**Philosophy is a small set of values  
or guiding principles that are  
fundamental, distinguishing, and  
enduring to the organization.**



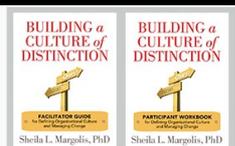
**In successful organizations,  
employees consistently use the  
Philosophy to guide their  
decisions and daily actions.**



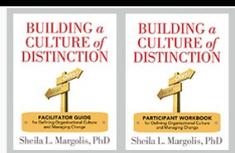
**The Philosophy is distinctive:  
it's how insiders view the  
organization as being different,  
especially from its competitors.**



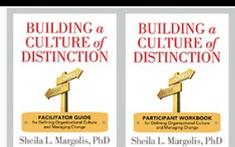
**The Philosophy is like the  
personality or character of the  
organization.**



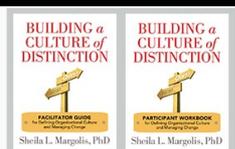
**The Philosophy is enduring:  
it provides continuity in character.  
It has distinguished the  
organization over the years.**



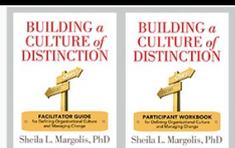
**The Philosophy is typically derived from the founder or the principles and ideals that were part of the organization's creation.**



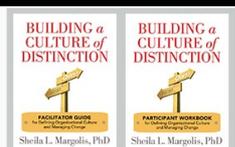
**If the Philosophy changed, it  
would feel like a different  
organization.**



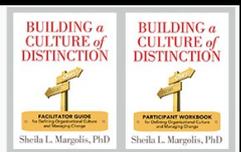
**Most often the change an organization needs is to be better at practicing its Philosophy.**



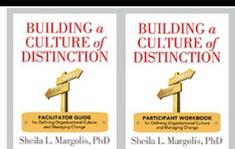
**Together, the Purpose and  
the Philosophy  
constitute Organizational Identity.**



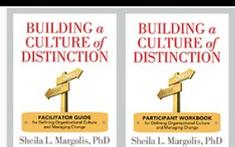
# Priorities further guide “how” you work.



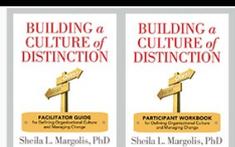
**Priorities can be strategic or  
universal.**



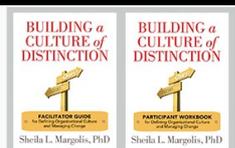
**Strategic Priorities are additional principles or values that enable the organization to achieve its goals.**



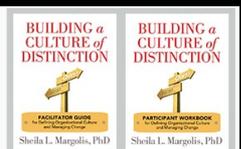
**You must know the organization's  
strategy to define the  
strategic Priorities.**



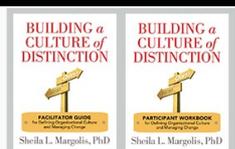
**Making changes in  
strategic Priorities is a way to  
shape culture and  
drive change.**



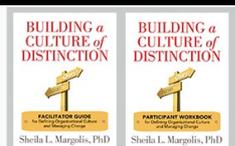
**Universal Priorities are values that promote an engaged workforce.**



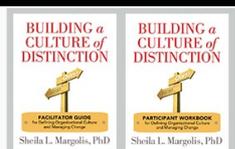
**Universal Priorities contribute to  
an enriching, motivating  
workplace that  
stimulates exceptional efforts and  
heightened loyalty.**



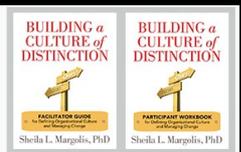
**Universal Priorities consist of the  
six values:  
Fit, Trust, Caring, Communication,  
Achievement, and Ownership.**



**Core Culture is your  
organization's hidden asset.**



**Understand your organization's  
Core Culture and build your  
culture of distinction.**



# BUILDING *a* CULTURE *of* DISTINCTION



## FACILITATOR GUIDE

for Defining Organizational Culture  
and Managing Change

Sheila L. Margolis, PhD

[www.SheilaMargolis.com](http://www.SheilaMargolis.com)