Corporate Culture as a Supporting Element for Improving Project Performance

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6 November 2014
A Simple Example:
Correlation between Corporate Culture and Performance

• “Corporate culture of geese” is teamwork
• A group of geese can fly over a very long distance without stopping. This performance can not be achieved individually.
Basic Idea

Corporate culture concept

Human resource management theory in PMBOK

Enhance opportunity for project success
## Project Human Resource Management

<table>
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<tr>
<th>PM Process</th>
<th>PMBOK® 5th Edition Sections</th>
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<td><strong>Planning</strong></td>
<td>Plan Human Resource Management</td>
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<td><strong>Executing</strong></td>
<td>Acquire Project Team</td>
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<td>Manage Project Team</td>
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# Develop Project Team

<table>
<thead>
<tr>
<th>Process Description</th>
<th>Key Benefits</th>
<th>Key Outputs</th>
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<tbody>
<tr>
<td>Improving competencies, team member interaction, and overall team environment to enhance project performance.</td>
<td>It results in improved teamwork, enhanced people skills and competencies, motivated employees, reduced staff turnover rates, and improved overall project performance.</td>
<td>Assessments of Team Performance</td>
</tr>
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</table>

## Tools & Techniques

1. Interpersonal skills
2. Training
3. Team-building activities
4. Ground rules
5. Colocation
6. Recognition and rewards
7. Personnel assessment tools
Steps for Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Level efektifitas team

Tools & Techniques
1. Interpersonal skills
2. Training
3. Team-building activities
4. Ground rules
5. Colocation
6. Recognition and rewards
7. Personnel assessment tools
Ground Rules

• Establish clear expectations regarding acceptable behavior by project team members.
• Early commitment to clear guidelines decreases misunderstandings and increases productivity.
• Discussing ground rules in areas such as code of conduct, communication, working together, or meeting etiquette allows team members to discover values that are important to one another.
• All project team members share responsibility for enforcing the rules once they are established.
Corellation between Corporate Culture Concept and Project Performance

Team Development

Team Performance

Project Performance

Tools & Techniques

1. Interpersonal skills
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6. Recognition and rewards
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Corporate culture concept
Adding Value vs Cost to Change

- Opportunity to add value
- More important phase
- Team Development phase
- Cost to changes

Total project life cycle

Project time
Develop Project Team

Corporate culture concept
What is Culture?

• Culture is the way we do things around ourselves.
• Culture is the code, the core logic, the software of the mind that organizes the behavior of the people.
• Culture reflects the lessons learned that were important enough to pass on to the next generation
• Culture is what we do when we think no one is looking
Corporate Culture (Budaya Organisasi)

A values system that is believed, learned, implemented, and continuously developed by all members of an organization. It is used as an engagement system and a reference for organizational behavior to achieve the organization’s objectives.
Mindset is the Foundation

Norms, Behaviors and Artifacts
Visible, Tangible

Personal Values and Attitudes
Less visible but can be talked about

Cultural Values and Assumptions
Usually not visible at all, often held subconsciously rarely (if ever) questioned in everyday life

Image by R.A. Clevenger
Culture Reflects the lessons learned over time

Visible Symbols

Lessons  Culture  Survival

Underlying principles

Image by R.A. Clevenger
Methodology to Develop Corporate Culture

- Find out what your values are
- Decide to consistently behave
- Bring in the right people by focusing on the matched character elements
- Continuously reinforce the values (e.g. to be consistent, to promote “good” employees, to describe what values-based leadership looks like)
Corporate Culture

An essential element for project & corporate success

Corporate Identity

Corporate Performance

Project performance
Thank You