



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Organisational Culture

An introduction to understanding organisational culture

Explore the gap between stated values and everyday experience using the 3E Culture Map. Participants examine workplace incidents, identify reinforcing routines and prepare a small behavioural experiment with leadership ownership and review evidence.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Culture becomes visible in what happens when priorities compete, mistakes occur or someone raises a difficult issue. The 3E Culture Map connects these experiences with expectations and execution. This introductory workshop uses ordinary workplace incidents to examine patterns and design a focused first experiment.

Participants explore the relationship between Environment, Expectations and Execution through a realistic organisational case. They practise describing observable behaviour, testing assumptions about its causes and choosing a small change to leadership or team routines that can be reviewed with colleagues.

WHO IS IT FOR?

HR and organisation development practitioners, managers, team leaders and culture champions who help translate organisational values into everyday behaviour, decisions and practical ways of working.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Explain the three pillars**
Describe how Environment, Expectations and Execution connect people's experience with the standards they understand and the work they deliver.
- 02 Describe observed behaviour**
Translate broad culture labels into specific examples of behaviour, decisions and routines that other people could recognise and discuss.
- 03 Examine reinforcing signals**
Identify how leadership responses, incentives, processes and informal practices may reinforce a pattern, while separating evidence from plausible explanations.
- 04 Recognise competing needs**
Explore tensions between trust, clarity and delivery when considering how a proposed culture change could affect different workplace groups.
- 05 Design a small experiment**
Draft one change to a leadership or team routine, identifying the intended behaviour, practical owner and conditions for trying it.
- 06 Select review evidence**
Choose observable signals and feedback questions that would help assess whether the experiment changes experience, expectations or execution in practice.

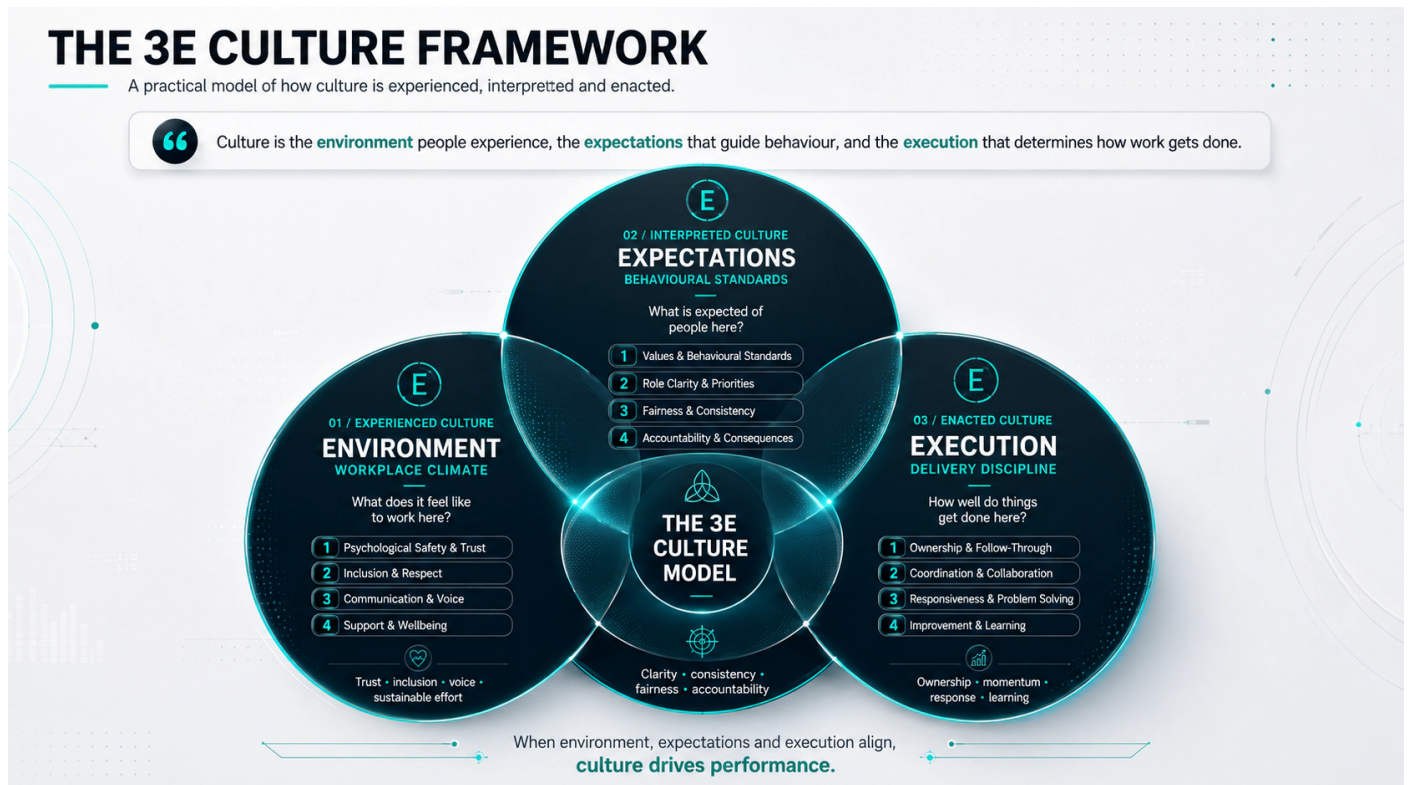
A useful first application

This one-day introduction explores selected culture questions through incidents and practical experiments. It provides initial observations and drafts; a full culture diagnosis, validated measurement or organisation-wide change programme requires further work.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 3E Culture Map

The original model connects Environment, Expectations and Execution across twelve diagnostic dimensions. It links experienced culture, interpreted standards and enacted practices, helping leaders examine how those three pillars reinforce or undermine one another.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Environment

What do people experience when pressure rises or concerns emerge?

02 Expectations

Which stated and unwritten expectations guide the choices people make?

03 Execution

How do ownership, coordination and follow-through shape everyday delivery here?

04 Reinforcing signals

Which leadership responses and routines keep the current pattern alive?

05 Behavioural experiment

What small change could make the desired behaviour easier here?

06 Evidence and learning

What would colleagues notice if the experiment changed everyday practice?

These six questions guide workshop practice within the existing framework. They are selected learning prompts, not its complete architecture; the original model remains the reference for wider design, diagnosis and implementation.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Culture incident gallery

Groups inspect short accounts of meetings, mistakes and handovers, then place evidence under the three pillars. They rewrite vague labels as observable actions and record alternative interpretations.

02 Stated versus experienced

Pairs compare a fictional values statement with actual decisions described in the case. They identify conflicting signals and prepare a neutral question that a leader could explore.

03 Reinforcement detective board

Teams trace one recurring behaviour through incentives, leadership reactions, processes and informal habits. They challenge a personality-based explanation and identify a practical routine that could be changed.

04 Experiment pitch and rehearsal

Groups design a small leadership or team experiment and rehearse its opening conversation. Peers test whether the behaviour, owner, safeguards and proposed evidence are sufficiently clear for practice.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A growing engineering business promotes collaboration but rewards visible individual rescue efforts. Employees avoid flagging delays until problems become urgent, and meetings end without clear owners. Leaders describe a lack of accountability, while staff say early warnings attract blame and cross-team help is rarely recognised.

Groups map the case across the three pillars, identify reinforcing signals and propose one routine change, explaining the behaviour sought and evidence needed to review the experiment.

THE FACILITATOR WILL

- Invite different perspectives.**
- Make assumptions visible.**
- Welcome constructive debate.**
- Capture practical learning.**



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Notice culture in everyday incidents Describe a familiar workplace moment without using broad labels, then consider what another observer could actually see or hear.
09:20-10:15	Explore the original 3E architecture Connect Environment, Expectations and Execution with their twelve dimensions and use the case to examine relationships between the pillars.
10:15-10:30	Break
10:30-11:30	Separate observations and interpretations Analyse the incident gallery, compare differing accounts and record which claims are supported by evidence or need further enquiry.
11:30-12:30	Find the reinforcing routines Trace how decisions, incentives and leadership responses sustain one behaviour, then identify a routine that participants could realistically influence.
12:30-13:30	Lunch
13:30-14:30	Design a behavioural experiment Specify a small change, the desired behaviour and responsible owner, including conditions that make participation and honest feedback possible.
14:30-14:45	Break
14:45-15:30	Choose signs of useful change Select practical observations and feedback questions, checking whether they reveal changed behaviour rather than simply completion of an activity.
15:30-16:10	Rehearse the leadership conversation Present the experiment and practise discussing conflicting cultural signals respectfully, using peer challenge to improve clarity and practical ownership.
16:10-16:30	Prepare a bounded first application Choose a workplace routine, identify relevant colleagues and agree how to seek support before testing and reviewing the proposed change.

Move from culture labels to observable signals, reinforcing routines and a small experiment colleagues can review.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 3E Culture Map reference

A reference to the original three pillars and twelve dimensions, with case annotations showing links between employee experience, understood expectations and everyday delivery practices.

Use it to organise an initial discussion of workplace culture.

02 Culture incident record

A structured account of a workplace incident separating what happened, how people interpreted it and the questions that would clarify context or differing experiences.

Use it when turning broad cultural concerns into discussable examples.

03 Reinforcing signals map

A worked map linking one recurring behaviour with leadership responses, incentives, processes and informal routines, including alternative explanations and areas where evidence remains limited.

Use it to explore why an unwanted pattern keeps recurring.

04 Behavioural experiment draft

A small experiment proposal specifying the routine to change, intended behaviour, responsible owner and practical conditions, with unresolved matters highlighted for discussion before use.

Use it to propose an achievable change to everyday practice.

05 Leadership conversation prompts

A set of case-based prompts for discussing gaps between stated values and lived experience, inviting different perspectives and agreeing responsibility without assigning unsupported personal blame.

Use it to prepare a constructive conversation about cultural signals.

06 Observation and review sheet

A record of proposed behavioural observations and employee feedback questions, linked to the three pillars and a review point for deciding what to adjust.

Use it when reviewing a small culture experiment with colleagues.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Select one routine that influences everyday behaviour and discuss the experiment with its owner. Gather different perspectives before testing a change, then review observable practice and employee feedback to decide whether to continue, adapt or investigate further.

YOUR FIRST 30 DAYS

01

Days 1-7

Describe the local pattern

Discuss one incident with the relevant manager, distinguishing observed actions from interpretations. Invite an alternative perspective and agree which part of the pattern the team can realistically influence.

02

Days 8-21

Try a small routine change

Agree the experiment with affected colleagues, clarify the intended behaviour and begin a limited trial. Record relevant observations and questions without treating isolated incidents as a complete culture diagnosis.

03

Days 22-30

Review what people notice

Ask colleagues what changed in their experience and compare this with observed behaviour. Identify unintended effects, adjust the routine and agree whether a wider enquiry is needed before expansion.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies the culture context and any current values or behavioural standards. Participants bring a short anonymised workplace incident and one relevant routine or message; personal allegations and sensitive employee cases are excluded.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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