



Seven Guidelines for Culture Integration

Corporate culture is constantly evolving—just ask Disney and Pixar, Ford Motor Company, and Nike. Mergers and acquisitions are a constant in big business, but what happens to the workers left wondering what the new paradigm will be? Drs. Sheila L. Margolis and Ava S. Wilensky, authors of *There Is No Place Like Work: Seven Leadership Insights for Creating a Workplace to Call Home*, offer seven guidelines for the culture integration process that will help maintain productivity while encouraging loyalty and confidence in the new regime:

- 🔑 **Culture comes first.** Internal employee practices, the customers the company seeks, and the image it projects must all be grounded in the "new" culture.
- 🔑 **Employee participation is key.** Defining the "new" culture must start with leadership, but the process must include the entire organization. If everyone participates in the process of defining the core culture, there will be more support of the culture that unfolds.
- 🔑 **Defining culture requires getting to the core.** Culture is complex, but the core culture defines the few, most essential principles that are valued. Keep it simple.
- 🔑 **Constantly communicate the core culture.** Leaders and managers should seek every opportunity to share the principles that are the essence of the "new" company culture.
- 🔑 **Live the core culture principles.** Leaders and managers must act in ways that are consistent with the core culture; otherwise, employees will see it only as a joke. The elements of the core culture must be real and valued.
- 🔑 **Everyone must be a culture manager.** If everyone in the company sees themselves as a Culture Manager, working to ensure that all company actions are consistent with the core culture, there is a greater likelihood that the culture will thrive.
- 🔑 **A workplace should be the right place.** Employees who connect with the "new" culture will see work as an exciting place to be. But those who do not fit in the "new" culture will feel detached and at a loss and thus, may need to find a different workplace. Understanding core culture is fundamental to creating a workplace where its employees feel a sense of community, connection and contribution.