

# Workplace Culture in a Virtual World

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# Overview



What is organizational culture?



Effects of virtual / hybrid working



The S.C.A.R.F. Framework



Call to Action

# ORGANIZATIONAL CULTURE

A faint, light-colored watermark of a stylized bird or dragon logo is visible in the background on the right side of the slide. The logo features a head with a crest, a body with horizontal stripes, and a tail with a flame-like shape.



# What is organizational culture?

Culture is how a group:

- ❑ Behaves
- ❑ Dresses
- ❑ Interacts
- ❑ Perceives right and wrong

Cultures share:

- ❑ Ideas
- ❑ Understanding
- ❑ Identity
- ❑ Traditions
- ❑ Beliefs
- ❑ Values



## 3 layers of culture

- 1 Visible *artifacts*
- 2 Stated & unstated *values*
- 3 Hidden *assumptions*



Why should we care  
about culture?





# Why should we care about culture?

Culture determines **behavior**.

Behavior determines **performance**.

VIRTUAL WORKFORCE





A woman with long, wavy brown hair and black-rimmed glasses is sitting at a wooden desk, focused on her work. She is wearing a dark leather jacket over a mustard-colored turtleneck sweater. Her hands are on a silver laptop, and she appears to be typing or looking at the screen. The background is softly blurred, showing what looks like an office or home workspace with a window. The overall lighting is warm and professional.

What are some ways virtual and hybrid working might affect organizational culture?

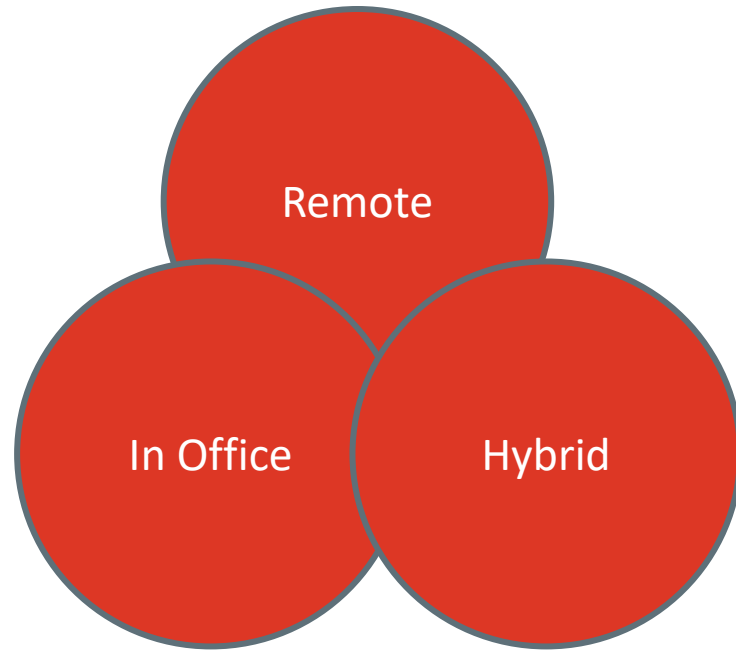


# Effects of virtual workforces on culture

- ❑ Culture continues to *evolve*
- ❑ Environment and routine no longer guide *behavior*
- ❑ People find it harder to *unplug* from work
- ❑ Casual interactions are *lost*
- ❑ *Connection* to others suffers

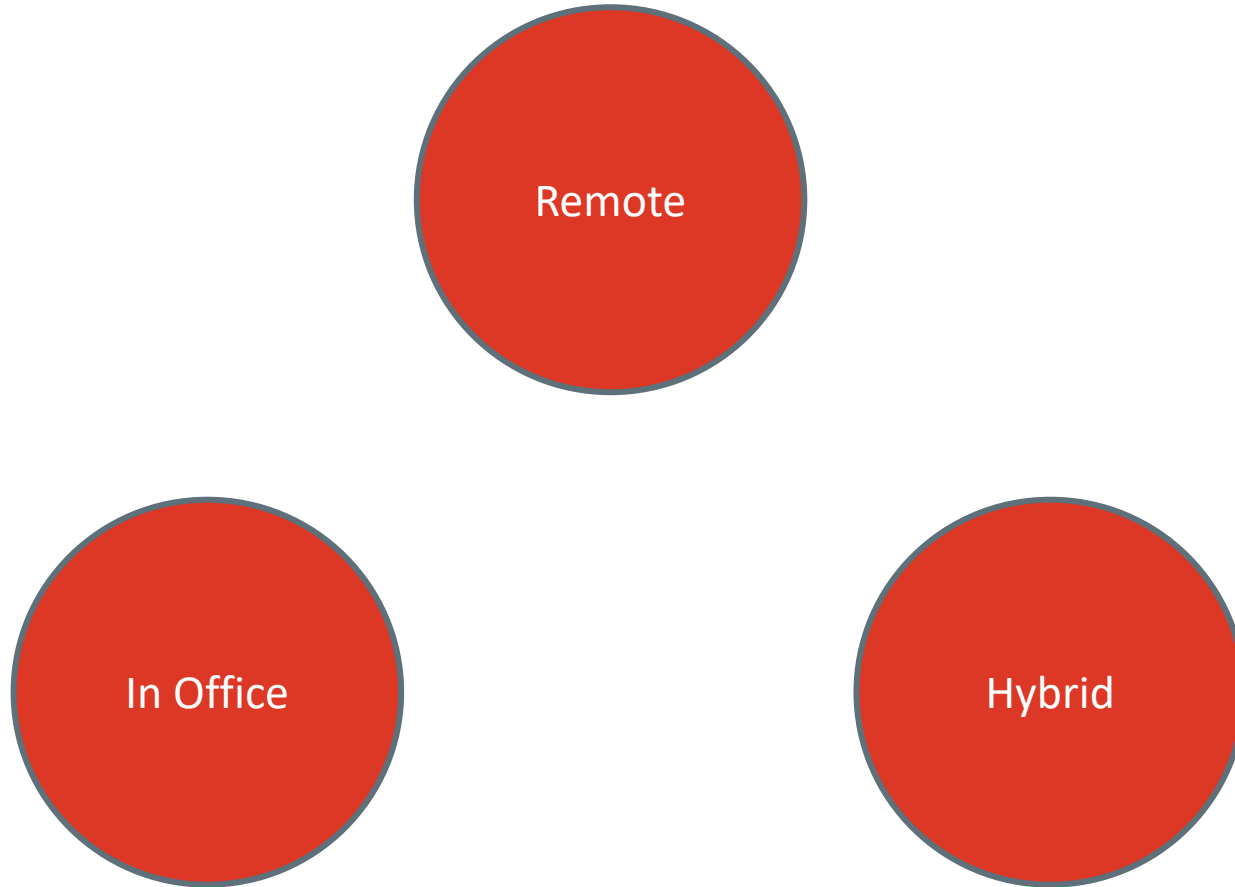


# Effects of virtual workforces on culture





# Effects of virtual workforces on culture



S.C.A.R.F. MODEL





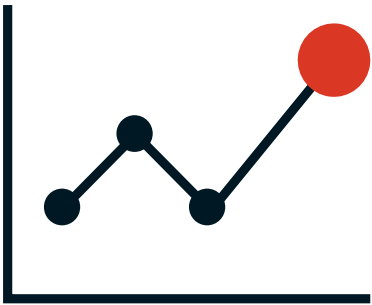
## S.C.A.R.F. Model

Through neuroscientific research, David Rock, Ph.D., developed a model of the five factors that influence our behaviors.

- S** = Status
- C** = Certainty
- A** = Autonomy
- R** = Relatedness
- F** = Fairness



## S.C.A.R.F. Model



*Low* S.C.A.R.F. = *static, non-adaptive* culture

*High* S.C.A.R.F. = *dynamic, effective* culture



# S.C.A.R.F. for Leadership

Look for ways to increase S.C.A.R.F.

## Status

- Check in
- Invite participation
- Praise & Recognize
- Develop
- Coach carefully
- Balance attention

## Certainty

- Communicate
- Invite questions
- Establish norms
- Grow flexibility
- Grow resilience

## Autonomy

- Coach: space & time
- Be flexible on time
- Control less, coach more
- Delegate effectively
- Ask more, tell less

## Relatedness

- Sustain connections
- Include non-work
- Meet in person
- Talk frequently

## Fairness

- Vulnerability
- Open honesty
- Equalize meeting experience
- Watch time zones
- Respect their time





## S.C.A.R.F. for Employees

- ❑ S.C.A.R.F. yourself
- ❑ *Reach out*
- ❑ Say *thanks*
- ❑ Manage your *boundaries*
- ❑ Attend events with your camera *on*
- ❑ *Avoid* multi-tasking

CALL TO ACTION





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Have questions?

**Let's talk.**

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