



A virtual programme by Hofstede Insights

# THE ORGANISATIONAL CULTURE

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## CERTIFICATION PROGRAMME

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Organisational Culture as a tool of management and change

## MENU

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## FROM STRATEGY TO CULTURAL

Culture is at the heart of every organisation, yet it is often forgotten. We define Organisational Culture as

“the way in which members of an organisation relate to each other, their work and the outside world in comparison to other organisations.”

Organisational Culture can either enable or hinder an organisation’s strategy. This certification programme will fully equip you to guide your client towards aligning Organisational Culture and strategy, supporting them getting closer to their goals.

## ORGANISATIONAL CULTURE

This intensive certification programme is designed for managers and internal and external consultants interested in using Organisational Culture as a tool for management and change.

You will leave the course knowing how to:

- use the Multi-Focus Model™ to analyse the culture of an organisation,
- run Organisational Culture Scans,
- conduct Organisational Culture Workshops,
- guide your client to identifying their Optimal Culture.

The expected time commitment during the certification programme is of at least 38 hours of live sessions and 40 hours of personal work including the successful completion of the homework agreed upon at the end of each session.

## TESTIMONIAL

“ I needed to complement my job skills with OC elements, and I have been looking for at least a year for the approach that would be the most practical and the most useful for me. I selected Hofstede Insights OC certification after evaluation of several other options, and I was not mistaken. The reasons were obvious and clear in my case – Hofstede Insights has methodology that is very practical and can be converted into concrete set of actions – all for the change. Working with Organisational Change Management for quite some time and having practical approach to it, this was the piece what I was missing, and it just landed perfectly. I had the opportunity to participate in the first virtual OC certification in 2020 and I was a bit concerned, but with Piotr and Egbert as the coaches the experience was great and truly enjoyable. 5 out of 5 stars rating.”

**Sead Borovina**

Culture and Cloud Transformation Experience / Customer Engineer (Consultant) at Microsoft

## MODULES

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### 1 Kick-off and Introduction

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- Get to know your trainers and other participants
- Introduction to the Programme

### 2 The Theory

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- Understand the link between Organisational Culture and business strategy
- Get to know the Multi-Focus Model

### 3 Measuring an Organisation (the Scan)

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- Learn how to prepare, set up, and run an Organisational Culture Scan

### 4 Culture and Strategy

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- Learn how to prepare, structure and deliver the Workshop(s) where the Optimal Culture is defined

### 5 Debriefing the Organisational Culture Report

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- Learn how to read and analyse the data in the reports available to you
- Learn how to prepare, structure, and deliver the Workshop(s) where you analyse the gaps between Optimal Culture and Actual Culture

### 6 Indirect Change

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- Learn how to set up a change strategy
- Learn how to interpret and use the tools for Indirect Change
- Learn how to prepare, structure, and deliver the Workshop(s) where the change strategy is set up

### 7 Leadership and Direct Change

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- Learn how to utilize Direct Change in the change strategy
- Learn when and how Executive Match can be used and applied

### 8 Reflections and Q&A

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- A voluntary Q&A session following the main programme

### 9 One-to-one Coaching

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- Review your progress
- Identify potential challenges, ways to overcome them and existing opportunities

## TIMETABLE 2023

Module	Session title	Date / Time
Module 1	KICK-OFF AND INTRODUCTION	Webinar: March 28 15.00 to 17.00 CEST
Module 2	THE THEORY	Webinar: March 30 & April 3 15.00 to 19.00 CEST
Module 3	MEASURING AN ORGANISATION	Webinar: April 5 15.00 to 16.30 CEST
Module 4	CULTURE AND STRATEGY	Webinar: May 3 15.00 to 19.00 CEST
Module 5	DEBRIEFING THE ORGANISATIONAL CULTURE REPORT	Webinar: May 8 & 10 15.00 to 19.00 CEST
Module 6	INDIRECT CHANGE	Webinar: May 15 15.00 to 19.00 CEST
Module 7	LEADERSHIP AND DIRECT CHANGE	Webinar: May 17 15.00 to 19.00 CEST
Module 8	REFLECTIONS AND Q&A	Webinar: May 31 15.00 to 16.30 CEST
Module 9	ONE-TO-ONE COACHING	Based on availability of participants

WHAT ARE THE DIMENSIONS OF ORGANISATIONAL CULTURE?  
WHAT IS THE BEST ORGANISATIONAL CULTURE TO AIM FOR?  
WHAT ARE THE DIFFERENT TYPES OF ORGANISATIONAL CULTURE?

Find all you need to know to start with Organisational Culture at  
<https://hi.hofstede-insights.com/organisational-culture>

## ORGANISATIONAL CULTURE SCAN

The measurement of an organisation of your choice will follow these steps:

### Step 1

#### Define the target of the project

Define subcultures and groups - one group is included in the registration fee.

### Step 2

#### Data collection or Defining the Actual Culture

Includes questionnaires about the environment of the organisation. Actual Culture represents the basis for the measurement.

### Step 3

#### Optimal Culture

Optimal scores are defined by management with your support as the consultant. Optimal Culture is the organisational culture that best supports the organisation's strategy.

### Step 4

#### Gap analysis

Based on the analysis, priorities among the gaps between Optimal and Actual Culture are identified. Management decides if the organisation will continue with a change process.

### Step 5

#### The transformation process

Includes application of the change tools.



## THE REGISTRATION PROCESS

As a part of the registration process all participants are required to sign a certification Contract. If you would like to review the contract, contact us at [sales@hofstede-insights.com](mailto:sales@hofstede-insights.com).

You are officially registered for the certification programme once the payment has been received and contract signed.

You can register for the Organisational Culture certification programme on our website.

<https://hi.hofstede-insights.com/the-organisational-culture-certification-programme>

## PRICE

Level	Participant(s) per session	Price Excl. VAT
Certification in Organisational Culture	14	4000€*
Certification in Intercultural Management and Certification in Organisational Culture	14	8000€

\*The Organisational Culture Scan - measurement of one group is included, additional subgroups can be purchased separately.

## YOUR TEAM OF MASTER TRAINERS



### **EGBERT SCHRAM**

Group CEO, Hofstede Insights

Egbert Schram is the CEO of Hofstede Insights. He is astute, passionate about his work, known to make complex things understandable by focusing on pragmatic solutions. His client engagement focuses on management team and board level culture and strategy alignment challenges, for example in integration, acquisition and transformation issues.

Egbert is a Dutch forester by background (Wageningen University), currently living in Finland, with his studies having equipped him with a holistic yet pragmatic view on business.

He has been internationally coaching coaches, consulting consultants and training trainers since 2006.

Known for his ability to cut through data and get to the point, he supports facilitators and clients alike to implement meaningful actions which are culturally sensitized. Egbert has worked with clients throughout Europe, India, Japan, Middle East, Africa and North America and across sectors such as Aviation, Finance, Insurance, Healthcare, Manufacturing and Oil & Gas.



### **PIOTR GRYKO**

Master Trainer, Hofstede Insights

As Senior Partner of Hofstede Insights MENA Regional Office, Piotr empowers organisations to develop functional corporate culture, where people operate in synergy one with one another, making the company's mission a reality. Everything he does is about unlocking the existing organisational potential, through utilizing data and predictive analytics to identify the appropriate levers of effective change.

His area of expertise is Organisational Culture, Change and Cultural Transformation, but he also takes advantage of Intercultural Management and Leadership Development tools.

Known for his excellence in building and executing change strategy, Piotr played critical roles in numerous cultural transformation projects within organisations from multiple industries across Europe (e.g., Sweden, Denmark, Germany, Poland, Russia or Greece) and the Middle East (UAE, Kingdom of Saudi Arabia).



## YOUR VIRTUAL BADGE AND CERTIFICATE



### Become a certified practitioner in Organisational Culture!

After completing the certification programme you will receive a diploma and a virtual certification badge.

As a certified practitioner you will have access to Hofstede Insights Organisational Culture tooling.



## INTERESTED IN INTERCULTURAL MANAGEMENT?

Besides the certification programme in Organisational Culture we also offer an Intercultural Management certification programme, which is an intensive blended learning programme, designed for consultants and managers interested in using our know-how in the field of culture and management to serve their own clients. After joining the certification you will become an Associate Partner of Hofstede Insights.

## OUR NETWORK OF ASSOCIATED PARTNERS

With over 130 certified consultants in 60 countries, our highly selective network of culture and management consultants possess extensive professional experience and knowledge on how to implement culturally sensitive management practices, align working practices with strategic goals and help with creating organisations which have the Best Culture to Perform. With proven cases from working with brands such as GE, Novartis, TUI, Unilever and many more, Hofstede Insights brings organisations from international presence to true global effectiveness.

## OUR ASSOCIATE PARTNERS

This certification will support you in the process of understanding the 6-D Model of National Culture as well as provide you with tools to leverage knowledge and practical resources.

In order to ensure the highest quality standard and fulfill the needs of our clients, our application process is extremely selective.

We require members of Hofstede Insights network to:

- Possess strong didactical skills and be able to generate creative, innovative and practical ideas
- Have occupied higher management positions
- Have high standards of professionalism and intercultural empathy
- Have strong sales skills to do their own sales and assignment acquisitions
- Have lived and worked in at least two countries outside of their home country
- Be fluent in several languages

## QUESTIONS?

Do you have any questions or would you like to book a short call?  
Contact us at [sales@hofstede-insights.com](mailto:sales@hofstede-insights.com).

## OUR EXPERTISE AT YOUR SERVICE

Hofstede Insights has spent over 35 years helping some of the world's largest organisations transform their intercultural and organisational challenges into business success stories and translating academic research into powerful actions.

We offer high quality expert services and solutions in the field of culture and management based on academic research and a wealth of practical experience.



### UNIQUENESS

The only organisation offering a combination of Organisational and National Culture expertise.



### WORLDWIDE

A worldwide network of expert consultants blend their knowledge with a deep human insight; each brings wisdom born of experience and skilled cultural observation.



### EFFICIENCY

Unique expertise in translating scientific knowledge into applicable and concrete business solutions.



### FLEXIBILITY

Your reality first! Powerful tailor-made solutions that unleash transformative change.



### RELIABILITY

Anchored in rigorous academic theory, our data-driven analysis pinpoints the role and scope of culture in your organisation's success.



### SENIORITY

A European organisation, founded in 1985. We have worked with some of the world's largest organisations.



# Hofstede Insights

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Consulting | Coaching | Certification | Tooling

Learn more: [www.hofstede-insights.com](http://www.hofstede-insights.com)

Contact us: [sales@hofstede-insights.com](mailto:sales@hofstede-insights.com)