



Techniques for Building Culture and Climate

Building your program’s culture and climate is not a one-person job — you and your program team need to work together. Before you start your meeting, make sure to be organized and ready to take notes! Here are a few techniques for organizing thoughts and ideas. Try these techniques to help you and your team develop strong vision, mission, culture and climate statements.

For best results: Make a chart for the technique(s) you plan to use on chart paper or a white board. Split your program planning team into small groups — or one group depending on number — and have each group brainstorm answers to the questions. Reconvene and write ideas on the chart paper/white board. Together, use the tool, Implementation Checklist: Establishing Your Organization’s Culture, to write your vision statement, mission statement, culture statements and climate statements.

Maybe you already have a program vision and mission, as well as culture and climate statements. If so, use these techniques to ensure you and your program team are on the same page and fulfilling your vision and mission as intended.

1. **SWOT Analysis.** This is used to determine the organization’s strengths, weaknesses, opportunities and potential threats. This technique was first made popular by Albert S. Humphrey in the 1960s.

<p>Strengths:</p> <ol style="list-style-type: none"> 1. What do you do well? 2. What do you do differently from everyone else? 3. What unique resources do you have? 	<p>Weakness:</p> <ol style="list-style-type: none"> 1. What could you improve? 2. What could you avoid? 3. When and where have you not hit your goals?
<p>Opportunities:</p> <ol style="list-style-type: none"> 1. What has been open but not used? 2. What trends could you take advantage of? 3. What changes in technology or policy open up new avenues? 4. What strengths could become new possibilities? 	<p>Threats:</p> <ol style="list-style-type: none"> 1. What current trends could harm you? 2. What obstacles do you face? 3. What weaknesses may become threats?





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2. **SOAR Analysis.** This is used to identify and build on strengths when creating a vision for the future. This technique focuses more on action and outcomes than SWOT.

<p>Strengths:</p> <ol style="list-style-type: none"> 1. What do you do well? 2. What are you most proud of? 3. What has been your greatest achievement? 	<p>Opportunities:</p> <ol style="list-style-type: none"> 1. What are your top opportunities? 2. How can you best need the needs of your participants? 3. How can you reframe your challenges as opportunities?
<p>Aspirations:</p> <ol style="list-style-type: none"> 1. How are you living out your values? 2. What projects or changes would support your values and vision? 3. Where should you be going? 	<p>Results:</p> <ol style="list-style-type: none"> 1. What should you measure? 2. What would indicate you're on track to fulfill your vision? 3. What rewards support your goal?

3. **FFA.** Force Field Analysis, developed by Kurt Lewin in 1943, is best suited for use when a problem needs to be solved or achieving a particular outcome is desired.

<p>Part A:</p> <ol style="list-style-type: none"> 1. What is the goal? 2. How can you most clearly define your goal? 3. What are realistic outcomes when you reach your goal? 	<p>Part B:</p> <ol style="list-style-type: none"> 1. What forces are creating the problem? 2. What obstacles will occur when you attempt to fix the problem? 3. How can you best achieve your goal?
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