

Facilitator's Guide

Defining Organizational Culture — Management Workshop

After finalizing the overall structure and goals of the project, we focused on the specifics of the workshop: selecting appropriate methods and timing for each stage, drafting facilitator notes, compiling required materials, and outlining the classroom setup. This guide documents that plan.

Pre-workshop assignment

Send out a pre-workshop assignment **1.5 weeks prior** to the workshop. Attach the materials and the following instructions:

- Review the provided materials to recall what we already know about our desired company culture and the discussions recorded by management and all employees.
- Compare the views of the management team with those of the staff.
- Explore future work-life trends.
- Reflect on what elements you believe will shape the future inspiring company culture.

Workshop setup

Duration	3.5 hours
Group size	Small groups of 3–4 participants
Room	Group tables with paper, coloured markers and Post-its. Flipchart, flipchart paper, tape.

Material check-list

- Coloured markers — enough for all groups and a variety of colours for differentiation.
- Flipchart paper — extras in case more are needed during the workshop.
- Tape — both masking (for walls) and clear (for other needs).
- Pre-written and blank Post-its — pre-written for common themes; blank for spontaneous ideas.
- Printed schedule & plan — enough copies for all facilitators, plus extras for participants.
- Clock or timer — physical or smartphone app.
- PowerPoint on memory stick, hard drive, **and** cloud — always test on venue equipment.
- Laptop and projector with all necessary cables and adapters.
- Extension cords and power strips.
- Handouts and any additional worksheets.
- Refreshments — water, coffee, tea, light snacks.
- First aid kit.

Before the workshop

- **Test equipment.** Arrive early to set up and test the projector, laptop and any audio-visual aids.
- **Room layout.** Confirm the space allows for group activities and movement.
- **Emergency contacts.** Keep a list of emergency numbers and venue support staff details.

Workshop flow

Six sequenced phases with facilitator notes, methods and timing.

1 Kick-off

10 min

Walk through the agenda for the day and the roles and expectations for both facilitators and participants. State the objectives of the workshop clearly.

2 Warm-up — Transformation metaphors

30 min

Where we are now vs. where we want to be in 5 years.

- **Round 1 (10 + 5 min).** Each group gets a different theme — *If our company culture now were a car / plant / animal / building, what would it be and why?* Groups visualise findings on paper and prepare to present.
- **Round 2 (10 + 5 min).** Same exercise for the *desired* future culture.

Break 10 min · Hang all metaphors on the side wall. Prepare pre-written Post-its on another wall.

3 Clarification

15 min

- **Individual review (5 min).** Everyone independently reviews the views of management and staff, summarised on a slide (also included in pre-workshop material).
- **Group discussion (10 min).** Move to a wall with large Post-its for each theme. Discuss which need further clarification, find common understanding, and combine related themes (this often reduces 12 themes to around 4–7).

4 Selection

30 min

- **Individual review (5 min).** Quietly review the formed themes and note down key elements for the future culture.
- **Pair discussion (10 min).** Discuss selections with a partner. Each pair receives 10 heart stickers to place on the most important core elements — multiple hearts on one element are allowed.
- **Facilitator review (10 min).** Tally the votes, mediate any splits, and confirm the final selection with the room. If there are up to 6 highly-voted themes, run a commitment check.

Break

10 min · Write the chosen themes on flipcharts and hang them around the room — 1–2 themes per station to match the number of groups.

5 Wording the selected themes

75 min

- **Group work (30 min).** In groups of three, create clear flipchart descriptions of what each culture element means in daily practice — understandable to every employee. Practical and plain language.
- **Enrichment (10 min).** Move around with your group to review others' descriptions and add examples.
- **Final preparation (5 min).** Return to your original flipchart, review, and prepare a one-minute summary.
- **Presentations (10 min).** Each group presents their theme.
- **Commitment check (5 min).** Confirm everyone agrees with the wording and meaning. Make sure every voice has been heard and the final wording reflects consensus.
- **Future vision discussion (15 min).** Reflect on how the future culture looks and compare with the initial metaphors. Add anything missing. Keep the space open and respectful.
- **Conclusion.** HR outlines next steps, proposals and timeline.

6 Ending — Talking stick

10 min

Form a circle. Share thoughts and feelings after the workshop. The person holding the stick has the exclusive right to speak; others listen. When done, pass it on — the next person may speak or remain silent.

How this fits the wider project

This session sits inside Step 2 of a five-step approach: the outputs — four agreed culture elements with clear wording — feed directly into the staff workshops (Step 3) and the corporate culture guidelines developed by the communications team (Steps 4–5).