

## Corporate Culture & Character Part 3: Create Culture based on Character

Creating a corporate culture that sets up a company for marketplace success is great. Most times the sponsoring leader's personal character has a strong influence on the corporate culture. The challenge is that after the sponsoring leader exits, the organization may flounder or experience a cultural wilderness. There are many reasons that may be responsible for this situation with one being the attendant culture change by the new leader whose character may be different. The other reason may be that the individuals in the organization were just in compliance mode while the sponsoring leader was there without being fully engaged and changed by the culture to demonstrate required supporting character.

Jesus Christ established a culture that thrived after his death because he focused more on building the character of his disciples after explaining the culture in the beatitudes to them. Our character reflects what we really are and until God does a work on it, the corporate culture no matter how good it is will be like a temporary bandage. This means that organizations should identify character traits that they want in their members, engage their members in a character development (or discipleship) process and build their corporate culture on the manifestation of the identified character traits then it will have enduring culture from generation to generation of leaders. A successful North-American airline with a customer service culture during its group interviews gives the highest ranks to applicants who listen to others and display empathy and encouragement. It bypasses those applicants who ignore others and concentrate instead on writing notes for their own speech no matter how impressive their presentation or credentials.

Consider the following:

- Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.
- The organizational culture may also have negative and positive aspects.
- Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends.

The above speak to culture as being externally imposed or created by others but the root of character and character building starts within and is in an active relationship with God as stated in Eccl. 12:13 Amplified Bible: All has been heard; the end of the matter is: Fear God [revere and worship Him, knowing that He is] and keep His commandments, for this is the whole of man [the full, original purpose of his creation, the object of God's providence, **the root of character**, the foundation of all happiness, the adjustment to all inharmonious circumstances and conditions under the sun] and the whole [duty] for every man.

How would people describe your character? Or how evident is God's character in our lives? Are we just, fair, slow to anger and gracious? (See 2Peter 1:5-8)

Let us consider cultivation of godly character as basis for corporate character and culture then we have an assurance of an enduring God-glorifying culture in our organizations instead of going with the fad of the day.

Have a blessed month in Jesus' name.