

Organisational and cultural drivers of advantage

I am sometimes asked for information on how to develop the competitive advantage of an organisation by managing the culture or the organisation e.g., through training, incentives, processes, structure etc. This is a very broad topic and not my specialist area – but here is a very small start – although there are probably 10s if not 100s of alternative sources you could consult:

A good book on culture is **The Character of an Organisation** by Rob Goffee and Gareth Jones

Costas Markides has a chapter on this topic in his book, **All the Right Moves** (Chapter 6) - which is a good strategy read. Costas suggests "**The Advantage: Why Organizational Health Trumps Everything Else in Business**", by Patrick M. Lencioni as a good read. It proposes a four-step process for improving Organisational Health, starting with building the right type of leadership team, and then spreading their culture and practices out to the organisation through a mixture of different approaches.

A good course on organisation design is **Advanced Organisation Design** at Ashridge. If you click through to this course, there are some articles on organisational design on the left-hand side of the webpage. You can also click through to the page on the **research base**. for further information on books about organisation design and collaboration.

A simple tool that could get you started is a force field analysis. This requires you to describe the forces helping your strategy and those that are opposing. For an introduction see **Wikipedia, Force field analysis** - there are many other links on the web for this e.g., **Mind Tools.com, Force Field Analysis**. Like most tools I like I first thought it too obvious to be worth using. However, in reality I find it a helpful way to get a discussion started.