

# Leading Teams: Understanding and Distinguishing Culture and Climate

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**"A climate can be locally created by what leaders do, what circumstances apply, and what environments afford. A culture can evolve only out of mutual experience and shared learning."**

*EDGAR SCHEIN*



# Culture

**Deeply ingrained and requires organization-wide change management.**

Organizational culture stems directly from the values shared by the organization. It is shaped by the highest roles in an organization and comprises:

- Decision-making methods
- Operating styles
- Organizational philosophy
- Organizational structure
- Communication style and channels

Organizational culture is difficult to change because it's a complex system.

Changing culture can require years of consistent effort and a multifaceted approach that involves all levels of the organization.



# Climate

**Changeable and influenced by people managers.**

Organizational climate stems from the current feelings or perceptions employees have about their workplace. While culture can play a role in shaping climate, climate is influenced by more immediate factors such as leadership style and actions, workloads, co-worker relationships, and recent events.

Climate can be seen to reflect the current emotional state or feeling within the workplace, which can change fairly frequently, just like the weather.

Climate can shift quickly and has a direct relationship to team and organizational performance.



# Awareness & Responsibility

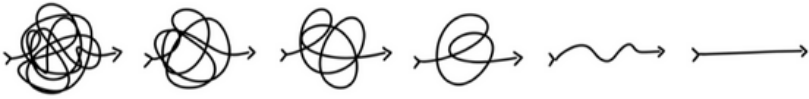
In seeking to achieve objectives and key results, people managers must be aware of, and responsible for, team climate.

Climate directly impacts employee engagement, productivity, innovation, well-being, execution, and customer satisfaction.

In the results-oriented world of business, the focus on achieving tasks and meeting objectives often takes precedence over the people responsible for executing them.

Effective leaders prioritize people and climate, and are conscious of the options available to influence peak performance.





**Climate drives engagement,  
which fuels performance.**

Be the difference-maker,



**- TONY D'AVINO**

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