

## Organisational Culture and Well-being

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<b>Start date</b>	16 April 2021	<b>End date</b>	16 April 2021
<b>Venue</b>	Virtual classroom		
<b>Tutor</b>	Laurie Parma	<b>Course code</b>	2021NDR432

**For further information on this course, please contact** Mairi Mayfield  
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**To book** See: [www.ice.cam.ac.uk](http://www.ice.cam.ac.uk) or telephone 01223 746262

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### Tutor biography

Laurie is a biology and neuroscience graduate. Through the last decade, she has developed a systemic understanding of well-being and culture, starting from the biological level, working her way to up what it means to thrive as a population.

She founded LifeCloud, an organisational well-being and culture change consultancy, after 3 years of research in neuropsychology of well-being at the University of Cambridge, having also acquired a solid grounding in sociology, environmental psychology and policy research through various projects and collaborations within the university.

LifeCloud strives to bring a fulfillment-centered philosophy to the workplace. By facilitating well-being initiatives and strategies, LifeCloud supports organisations through cultural design and. LifeCloud focuses on the cognitive skills, emotional intelligence and leadership approach required to enable people to find the purpose, alignment and freedom to perform at their best.

Today, Laurie is the head of Labs and behavioural scientist in house at Temporall, where she focuses on change management and enabling large organisations to thrive in a world of perpetual transformation. Using her academic background to identify and measure the factors that make a high-performance culture, facilitate agile change, and foster overall future-fit organisations.

Her fascination for the science of well-being was originally built out of a personal need to understand and overcome fibromyalgia, a chronic pain and fatigue disorder.

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**Programme:**

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All sessions will be recorded and made available to students shortly after the course has finished [on the Virtual Learning Environment (VLE). The lectures will be online using a secure version of Zoom, and you access the sessions via the VLE.] If you are new to Zoom, there will be a separate guide for how to set it up.

10:00 – 11:15

**Session 1: Defining the structure of culture & organisational well-being**

To understand how culture works, this session provides a descriptive analysis of what culture is and a dynamic definition that can be applied to any organisation.

11:15 – 11:45

**Break**

11:45 – 13:00

**Session 2: Assessing organisational culture and well-being**

This session presents the kinds of cultural assessment tools available to investigate and decipher organisational culture as well as generic issues and limitations.

13:00 – 14:00

**Lunch**

14:00 – 15:15

**Session 3: The neuroscience of organisational change management**

Exploring why individuals and groups tend to resist change enables us to overcome those barriers and to build cultures that keep everyone involved and performing at their best.

15:15 – 15:30

**Break**

15:30 – 17:00

**Session 4: Transforming workplace culture and leading planned change**

Hands-on session presents an opportunity to translate the neuroscience of change into strategic culture change plans.

### Aims

This course aims to:

1. Define organisational culture in a dynamic and actionable way that enables students to clearly understand its impact on high performance and well-being in the workplace.
2. Provide a range of methodologies and tools to decipher organisational culture
3. Prepare students to overcome the major obstacles to change by introducing the fundamentals of the neuroscience of organisational change
4. Facilitate knowledge integration and student's retention through practical design exercises

No prior knowledge of the neuroscience will be assumed, nor is required.

### Content

The first session guides the students through a dynamic definitions of organisation culture and its structure. The frameworks presented will enable students to *think critically* about what culture is made of and to develop a critical understanding of its impact on performance and well-being. Before students can embark on a culture change programme, session 2 provides a range of tools and research methodologies to analyse and decipher organisational culture. The goal is to enable students to characterise and uncover an organisation's culture and identify its strengths and weaknesses.

Anticipating the natural obstacles and resistance students would be confronted to when introducing cultural change or to improve well-being, the third session tackles the basics of the neuroscience of change. Students are equipped with the concepts and frameworks to build cultures where everyone is involved and performs at their best. Finally, the last session is focused on practical applications. It is designed to improve knowledge retention and enhance participants' confidence and ability to take positive actions following the course. Students will apply their knowledge by identifying and designing a cultural change plan and supporting well-being strategies.

Well-being is explored in depth throughout the course.

### Presentation of the course

The course will consist of a combination of Tutor led PowerPoint-illustrated lectures, break-out group discussions, and hands-on practice. It includes a large proportion of practical tips and situational exercises; to facilitate retention and integration of knowledge.

**As a result of the course, within the constraints of the time available, participants should be able to:**

1. Think critically about culture and well-being programmes
2. Select the appropriate tools to decipher organisational culture and characterise it
3. Face natural resistance to organisational change with confidence
4. Design organisational well-being strategies and create cultural change plans

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## Reading and resources list

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Listed below are a number of texts that might be of interest and can add to the enjoyment of the course, but do not need to be bought, nor are they required.

Author/s	Title	Place: Publisher (date)
Edgar Schein	<i>Organizational culture and Leadership, 5<sup>th</sup> edition</i>	
Hilary Scarlett	<i>Neuroscience for organisational change</i>	Kogan Page; 1 edition (3 Feb. 2016)
David J. Friedman	<i>Culture by design</i>	Infinity Publishing (PA) (26 Feb. 2018)
David Rock	<i>Your Brain at Work</i>	Harper Business (1 Nov. 2009)
Daniel Kahneman	<i>Thinking Fast and Slow</i>	Penguin; Reprint edition (10 May 2012)

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## Additional information

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### Venue

Virtual classroom via Zoom

**Note** Students of the Institute of Continuing Education are entitled to 20% discount on books published by Cambridge University Press (CUP) which are purchased at the Press bookshop, 1 Trinity Street, Cambridge (Mon-Sat 9am – 5:30pm, Sun 11am – 5pm). A letter or email confirming acceptance on to a current Institute course should be taken as evidence of enrolment.

*Information correct as of: 14 January 2021*