

Table 3. Effective workplace culture framework

| Enabling factors | Essential attributes | Consequences |
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| <p>EF1. Individual:</p> <ul style="list-style-type: none"> a) Transformational leadership b) Skilled facilitation c) Role clarification <p>EF2. Organisational:</p> <ul style="list-style-type: none"> a) Flattened and transparent management b) An enabling approach to leadership and decision-making c) Organisational readiness d) Human resource management support | <p>A1. Specific values shared in the workplace, namely:</p> <ul style="list-style-type: none"> • person-centredness • lifelong learning • high support and high challenge • leadership development • involvement, collaboration and participation by stakeholders (including service users) • evidence-use and development • positive attitude to change • open communication • teamwork • safety (holistic) <p>A2. All the above values are realised in practice, there is a shared vision and mission and individual and collective responsibility</p> <p>A3. Adaptability, innovation and creativity maintain workplace effectiveness</p> <p>A4. Appropriate change is driven by the needs of patients/users/communities</p> <p>A5. Formal systems (structures and processes) enable continuous evaluation of learning, evaluation of performance and shared governance³</p> | <p>C1. Continuous evidence that:</p> <ul style="list-style-type: none"> a) Patients', users' and communities' needs are met in a person-centred way b) Staff are empowered and committed c) Standards, goals and objectives are met (individual, team and organisational effectiveness) d) Knowledge/evidence is developed, used and shared <p>C2. Human flourishing for all</p> <p>C3. Positive influence on other workplace cultures</p> |

1. Effective = achieving the outcomes of person-centredness and evidenced-based care (performance).
2. Workplace culture = the most immediate culture experienced and/or perceived by staff, patients, users and other key stakeholders. This is the culture that impacts directly on the delivery of care. It both influences and is influenced by the organisational and corporate culture as well as other idiocultures. Idioculture is used to imply that there are different cultures that exert an influence on each other rather than one organisational/corporate culture with sub-cultures within a hierarchical arrangement.
3. Shared governance = the formal engagement of stakeholders in using evidence from a variety of sources (e.g. audit, feedback, reflective practice, research) for decision making.

Full reference: Kim Manley, Kate Sanders, Shaun Cardiff and Jonathan Webster (2011) Effective workplace culture: the attributes, enabling factors and consequences of a new concept. *International Practice Development Journal*. Vol. 1. No. 2. Article 1.