



# CULTURE AUDIT

COULD I GUESS YOUR VALUES AFTER  
SPENDING A DAY IN YOUR OFFICE?

Sarah Hillary, Kami Nuttall

# CULTURE STARTS WITH STORIES



## A SERIES OF MISTAKES

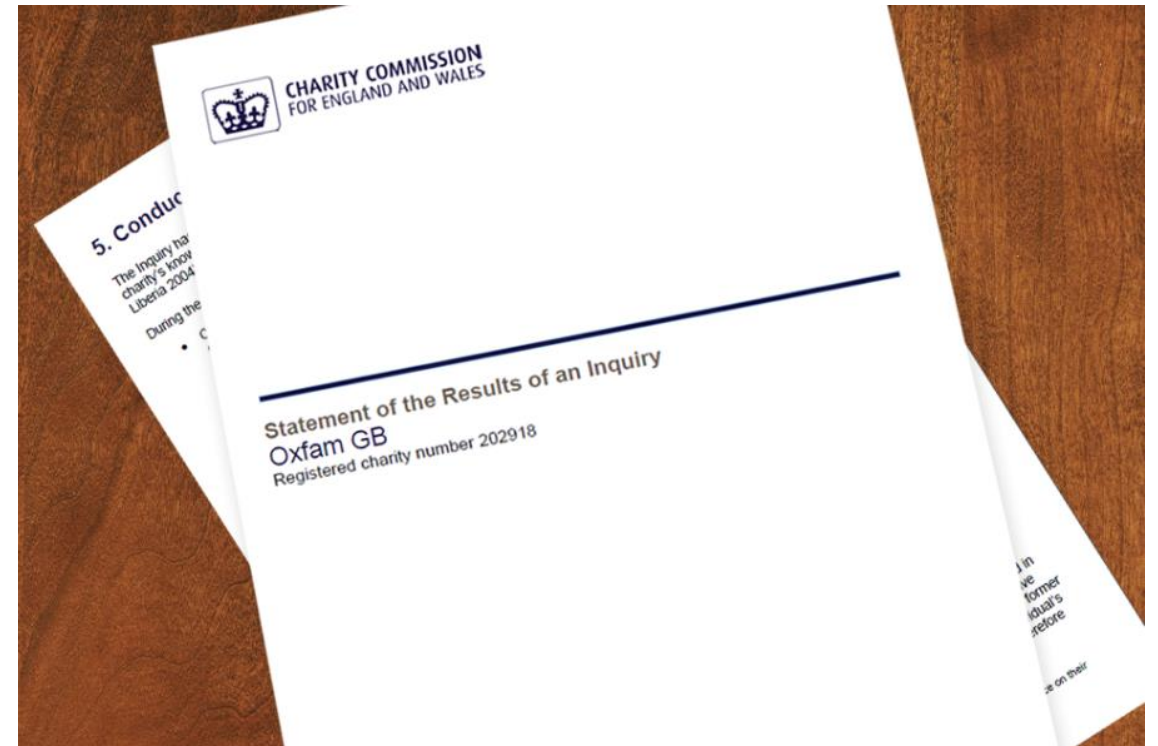
In 2013 a study published in the Journal of Patient Safety - put the number of premature deaths associated with preventable harm at more than 400,000 per year.



# SILENCE AND COMPLACENCY

“Whilst it is clear that after the events in Haiti in 2011, the trustees voiced their commitment to prioritise safeguarding, decisions on safeguarding made between 2012 and 2017 meant resourcing and capabilities did not adequately match the risks faced by the charity.”

Report by the Charity Commission





## WHAT IS THE COST OF STAYING SILENT?

Professor Don Berwick, an MD, said 'if there is fear in the system people are frightened about identifying hazards, about speaking up when they make a mistake, about speaking up when something goes wrong.'

# LEADERSHIP'S ROLE

“Leadership influences culture,  
whilst culture reinforces leadership.”



# WALK THE TALK



# RESPONDING TO CRISIS







## HOW CULTURE FORMS

“What we ignore we tolerate.  
What we tolerate we accept.  
What we accept becomes the norm.  
What becomes normal gets copied.”

Marcella Bremner

IDEAS | PEOPLE | TRUST



## KEY TAKEAWAYS

1. What decisions have I made in the last few months that may influence our culture into the medium and longer term?
2. How is culture transmitted and expressed in my organisation?
3. How do I as a leader show up? How do I influence culture and how does culture reinforce my leadership?
4. How do I ensure there is continued investment in creating a safe culture where people feel empowered to speak up so that we are managing reputation risk in our organisation?



# QUESTIONS?



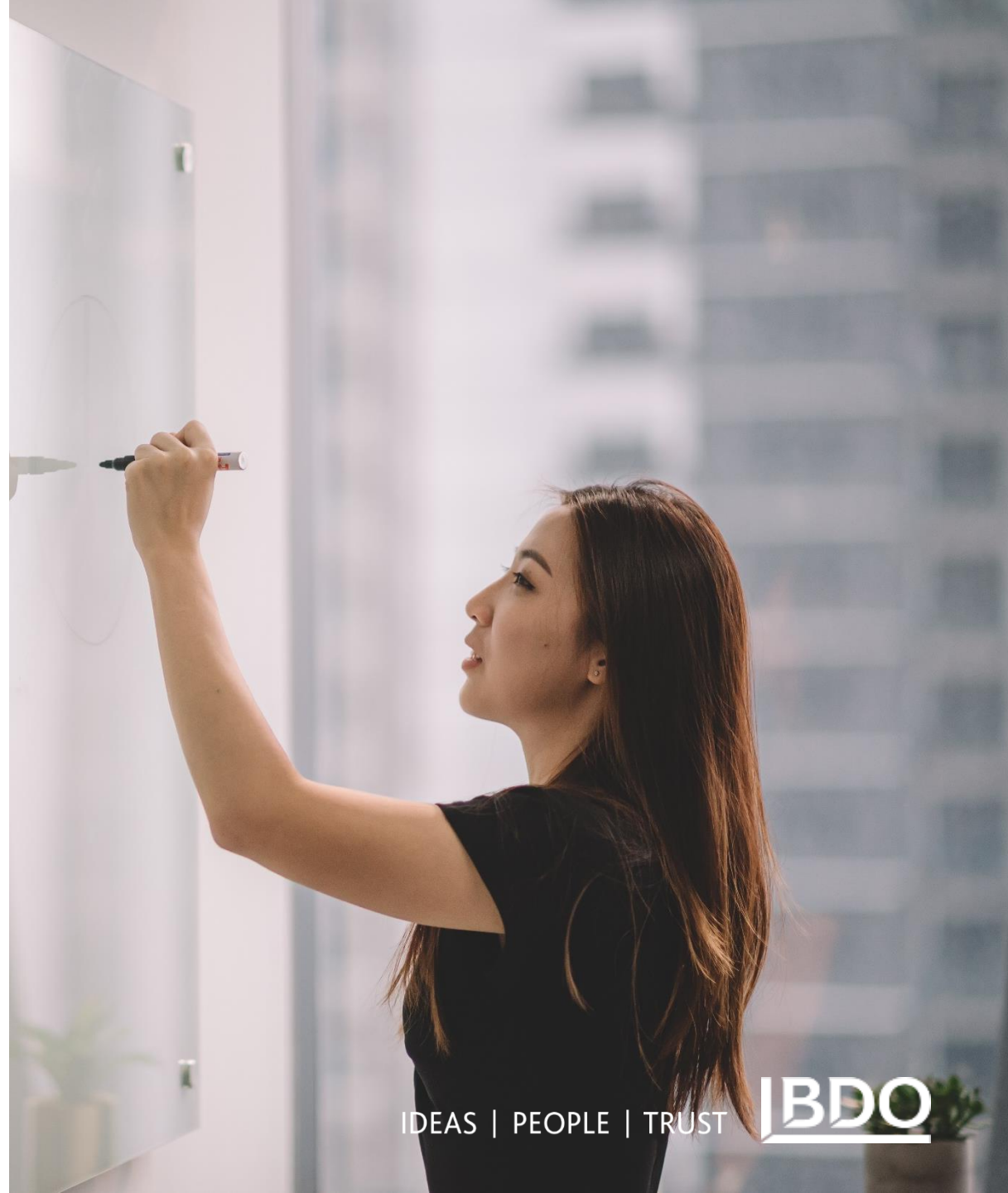
**SARAH HILLARY**  
PARTNER - RISK &  
ADVISORY SERVICES

+44 (0)7949 050 953  
sarah.hillary@bdo.co.uk



**KAMI NUTTALL**  
CULTURE AND RISK  
CONSULTANT - RISK &  
ADVISORY SERVICES

+44 (0)7904 105 321  
Kami.x.nuttall@bdo.co.uk



BDO's COVID-19 hub: [www.bdo.co.uk/en-gb/covid-19](https://www.bdo.co.uk/en-gb/covid-19)