

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Organisational Culture: Diagnosis and Transformation

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
The Netherlands

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https://smart-horizon.eu



Course content

Why attend

Culture shapes how decisions are made, how people behave when no one is watching and whether strategy succeeds. This course gives leaders practical tools to diagnose their current organisational culture, define the culture needed to deliver strategy and lead a structured transformation. Participants explore cultural models, assessment methods, the role of leaders and symbols, aligning systems and processes with desired behaviours, and measuring cultural change over time.

Many transformation programmes fail because the underlying culture does not change. This course helps you understand your culture objectively, identify the few behaviours that matter most and use proven levers to shift culture in a lasting way.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

The course uses culture diagnostic tools, case studies of culture transformations, group workshops, leadership reflection exercises and development of a culture change roadmap.

Course objectives

By the end of this course, participants will be able to:
• Explain what organisational culture is and how it affects performance
• Diagnose the current culture using qualitative and quantitative methods
• Define the target culture and critical behaviours aligned with strategy
• Use leadership, systems and symbols as levers of culture change
• Plan and lead a culture transformation programme
• Measure and sustain cultural change

Target audience

This course is suitable for:
• Senior leaders and executives
• HR directors and organisational development professionals
• Transformation and change managers
• Heads of department leading culture initiatives
• Internal communication leaders



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Target competencies

Participants will develop competencies in:

- Culture diagnosis
- Behavioural change
- Leadership role modelling
- Organisational alignment
- Change leadership
- Culture measurement

Course outline

Day 1: Understanding Organisational Culture

09:00–09:54	Definitions and models of organisational culture
09:54–10:48	Visible and hidden layers of culture
10:48–11:00	How culture supports or blocks strategy
11:00–11:30	**Coffee break**
11:30–12:12	How culture supports or blocks strategy (continued)
12:12–13:06	Subcultures across functions and locations
13:06–14:00	Exercise: Describing your organisation's culture

Day 2: Diagnosing the Current Culture

09:00–09:54	Culture surveys and their limitations
09:54–10:48	Interviews, focus groups and observation
10:48–11:00	Analysing stories, symbols and rituals
11:00–11:30	**Coffee break**
11:30–12:12	Analysing stories, symbols and rituals (continued)
12:12–13:06	Identifying cultural strengths and barriers
13:06–14:00	Workshop: Culture diagnosis for a case organisation



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Day 3: Defining the Target Culture

09:00–09:54	Linking culture to strategy and values
09:54–10:48	Selecting a small number of critical behaviours
10:48–11:00	Engaging employees in defining the future
11:00–11:30	**Coffee break**
11:30–12:12	Engaging employees in defining the future (continued)
12:12–13:06	Avoiding generic value statements
13:06–14:00	Exercise: Writing critical behaviours

Day 4: Levers of Culture Change

09:00–09:54	Leadership behaviour and role modelling
09:54–10:48	Aligning structures, processes and incentives
10:48–11:00	Recruitment, onboarding and recognition
11:00–11:30	**Coffee break**
11:30–12:12	Recruitment, onboarding and recognition (continued)
12:12–13:06	Communication and storytelling
13:06–14:00	Case study: A successful culture transformation

Day 5: Leading and Sustaining Transformation

09:00–09:54	Planning a phased culture programme
09:54–10:48	Culture champions and networks
10:48–11:00	Measuring progress and adjusting
11:00–11:30	**Coffee break**
11:30–12:12	Measuring progress and adjusting (continued)
12:12–13:06	Sustaining change beyond the initial programme
13:06–14:00	Capstone: Culture transformation roadmap

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the



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sessions. They are indicative only and do not constitute a binding commitment.

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Singapore Confirmed dates	9 Nov 2026	13 Nov 2026	**€2,820.–**
Online Confirmed dates	9 Nov 2026	13 Nov 2026	**€1,250.–**
Vienna Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,940.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
London Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,450.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Dubai Confirmed dates	7 Dec 2026	11 Dec 2026	**€3,150.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	14 Dec 2026	18 Dec 2026	**€2,650.–**
Online Confirmed dates	14 Dec 2026	18 Dec 2026	**€1,250.–**
Kuala Lumpur Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,450.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Paris Confirmed dates	25 Jan 2027	29 Jan 2027	**€2,860.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Cape Town Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,890.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Istanbul Confirmed dates	8 Feb 2027	12 Feb 2027	**€2,650.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	8 Feb 2027	12 Feb 2027	**€1,250.-**
Amsterdam Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,540.-**
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.-**
Singapore Confirmed dates	8 Mar 2027	12 Mar 2027	**€2,820.-**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.-**
London Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,450.-**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.-**
Rome Confirmed dates	5 Apr 2027	9 Apr 2027	**€2,450.-**
Online Confirmed dates	5 Apr 2027	9 Apr 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Dubai Confirmed dates	12 Apr 2027	16 Apr 2027	**€3,150.-**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.-**
Frankfurt Confirmed dates	26 Apr 2027	30 Apr 2027	**€2,650.-**
Online Confirmed dates	26 Apr 2027	30 Apr 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	10 May 2027	14 May 2027	**€1,450.-**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.-**
Paris Confirmed dates	24 May 2027	28 May 2027	**€2,860.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Barcelona Confirmed dates	7 Jun 2027	11 Jun 2027	**€2,840.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	7 Jun 2027	11 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,650.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Amsterdam Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,540.-**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.-**
Singapore Confirmed dates	12 Jul 2027	16 Jul 2027	**€2,820.-**
Online Confirmed dates	12 Jul 2027	16 Jul 2027	**€1,250.-**
London Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.-**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,890.-**
Online Confirmed dates	2 Aug 2027	6 Aug 2027	**€1,250.-**
Dubai Confirmed dates	9 Aug 2027	13 Aug 2027	**€3,150.-**
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Frankfurt Confirmed dates	23 Aug 2027	27 Aug 2027	**€2,650.-**
Online Confirmed dates	23 Aug 2027	27 Aug 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,450.-**
Online Confirmed dates	13 Sept 2027	17 Sept 2027	**€1,250.-**
Paris Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,860.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Rome Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,450.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Istanbul Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,650.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Amsterdam Confirmed dates	25 Oct 2027	29 Oct 2027	**€2,540.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**
Singapore Confirmed dates	8 Nov 2027	12 Nov 2027	**€2,820.-**
Online Confirmed dates	8 Nov 2027	12 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.–**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.–**
Dubai Confirmed dates	6 Dec 2027	10 Dec 2027	**€3,150.–**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.–**
Frankfurt Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,650.–**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.–**



Course content

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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