



Staff surveys are full of opportunities for people to throw rocks – at poor managers, at out-of-touch executive, at negative work colleagues, at abusive clients – and in many cases not without good cause.

But let's step back for a moment and look at “the things that unite us”.

What are the most powerful drivers of social cohesion in organisational life?

Here are 3:

1. **The people you work with** (the connections and friendships and how this can energise your culture)
2. **A shared and purposeful vision of the future** (and how this creates a goal for your culture to reach towards)
3. **Shared values and codes of behaviour** (and how this creates structure within your culture about desirable and undesirable choices and behaviours).

