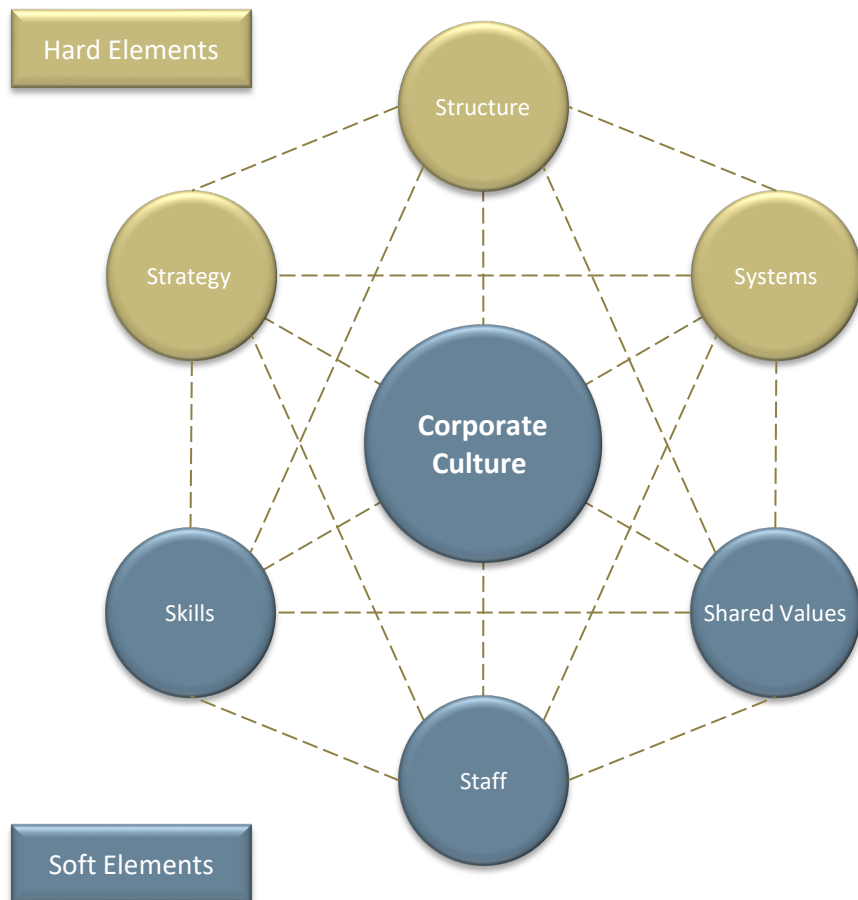


McKinsey 7S Framework: Hard vs. Soft Elements



HARD ELEMENTS ARE:

- **Strategy:** What steps does the company intend to take to address current and future challenges?
- **Structure:** How is work divided, how do different departments work and collaborate?
- **Systems:** Which formal and informal processes is the company's structure based on?

SOFT ELEMENTS ARE:

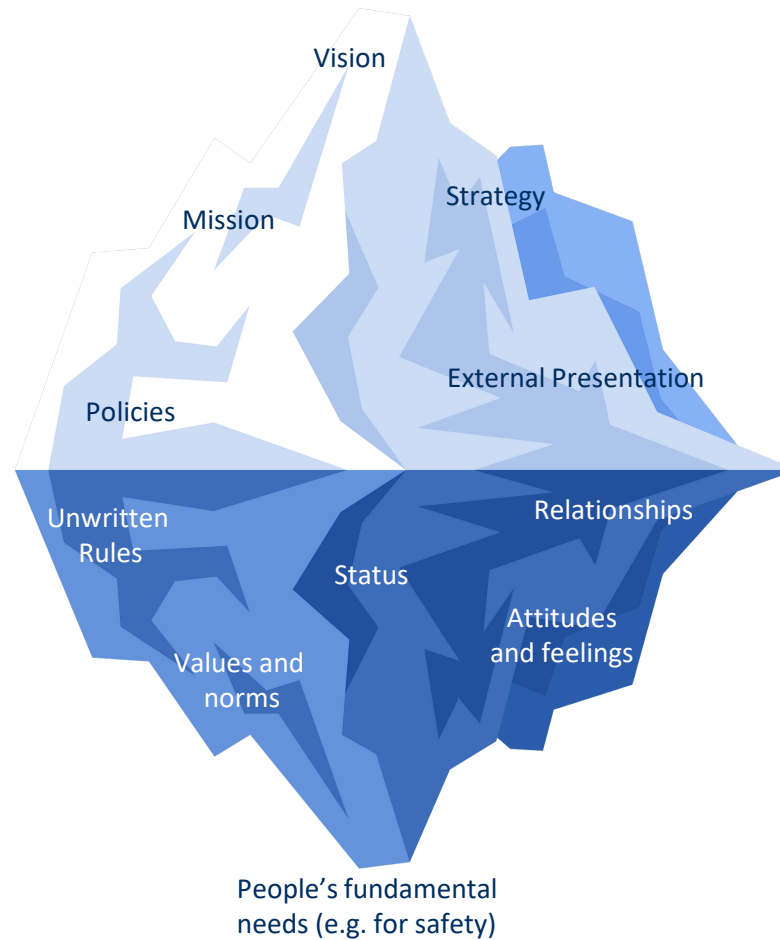
- **Corporate Culture:** CC comprises a company's value and norms on the one hand, and its management style on the other.
- **Staff:** This element refers to employee development and relevant processes, performance and feedback programs, etc.
- **Skills:** What is the company's base of skills and competence?
- **Shared Values:** What is the idea the organization subscribes to? Is this idea communicated credibly to others?

Source: Tom Peters and Robert Waterman
Homepage: <https://www.personio.com/hr-lexicon/corporate-culture-models/>

Hall: The Cultural Iceberg Model

**Visible elements of
corporate culture include:**

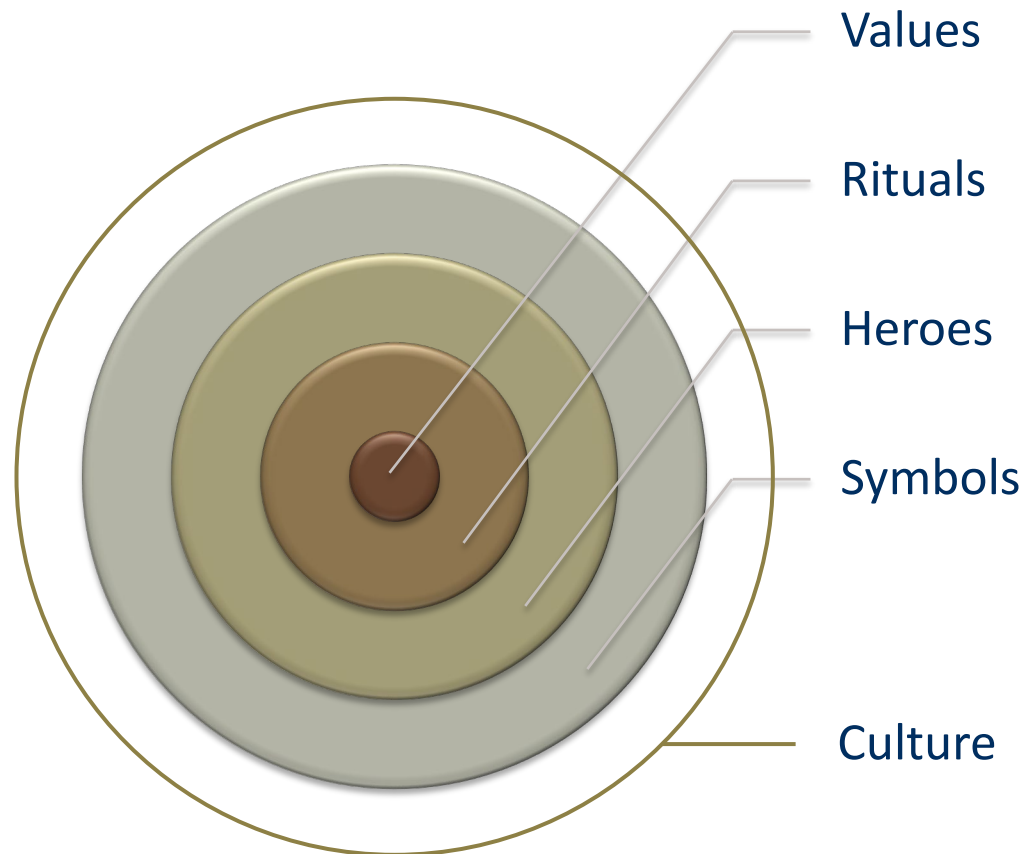
**Invisible elements of
corporate culture include:**



Source: Edward T. Hall
Homepage: <https://www.personio.com/hr-lexicon/corporate-culture-models/>

Hofstede: Four layers of cultural manifestation

Hofstede chose the image of an onion to distinguish between four layers of cultural manifestation:



Source: Hofstede
Homepage: <https://www.personio.com/hr-lexicon/corporate-culture-models/>