



## Fact Sheet

The Culture Snapshot is a flexible organizational culture diagnostic that can be used to **take the 'pulse'** of an organization, department or team. Ideally, it is used to **engage** groups in conversations about the culture patterns they are experiencing and the way that these support or get in the way of **future success**.



Much like a camera snapshot captures a group photo, it provides a set of images about what is going on. With their own data, groups are able to focus on the way that **day-to-day behaviors and practices are influencing group performance**. Importantly, it provides a safe means for opening up conversations about aspects of the way things get done that need to be shifted for future success and provides groups with information for setting priorities and taking action to improve the way they work together.

Each person completes a short, confidential web-enabled survey. The experiences of different groups can be compared - for example sales, service, admin and management or leaders and staff. The organizational unit or group receives copies of its Culture Snapshot with data displays that encourage people to **share perspectives** about what is being experienced, **appreciate culture strengths** and identify **priority areas for attention**. This sets the stage for selecting one or two areas to focus on **together**. The group can then **track progress over time** using the Culture Snapshot.

*Imagine an Emergency Department where the relations between physicians, nurses and leaders has been deteriorating with communication breakdowns, staff turnover and absenteeism reaching crisis levels. Using the data from the Culture Snapshot to open up a space to explore perspectives, powerful insights led the group to identify shared beliefs that were leading to unproductive behaviors. A culture change path was agreed and a code of conduct was articulated that identified specific practices and behaviors that the group collectively agreed to shift.*

"If you don't understand the culture of the company, even your most brilliant strategies will fail. Your vision will be resisted, plans won't get executed properly, and all kinds of things will start going wrong."

Isadore Sharp, CEO  
Four Seasons Hotels

- Rapidly activated, confidential survey available 24/7
- +/- 40 item statements and 2 standard open-ended questions that take about 10 minutes to complete. Second question can be customized, more questions added
- Customized with client logo and group names
- Fast and easy to set-up with quick turnaround of results
- Actionable data illustrates key culture patterns with high impact on a specific strategy or work context
- Can be quickly customized to your specific strategy, values or work context (i.e. knowledge-centric work)
- Feedback on culture pattern strengths and areas for attention in scorecard fashion (i.e. green, yellow, red indicators)
- In-depth analysis and interpretation by a culture expert (optional)
- Report formats that encourage exploration and action



## Choose a **culturesnapshot**

To help you zoom in on the **most important culture patterns** for the **strategic focus** of your organization or for the **work context** of your group, we have developed several Culture Snapshots that you can choose from. Each one focuses on the culture patterns with the most potential to lead to performance breakthroughs.

### Select from a Strategic Focus that your organization has...

- **The Innovation Culture Snapshot™** - for organizations focused on gaining advantage through developing new products and services or seeking breakthrough process improvement or managing practices
- **The Customer Experience Culture Snapshot™** - for organizations seeking to differentiate themselves through exceptional service, expert advice and long-term relationships
- **The Customized Solution Culture Snapshot™** - when unique solutions combined with expert advice and exceptional service are needed to create outstanding results
- **The Efficiency Culture Snapshot™** - when performance gains through operational efficiency, standardized management methods and a cost advantage drive strategic success
- **Highly Reliable Organization Culture Snapshot™**—when reliability of operations, efficiency, safety and effectiveness are required in high risk environments from the surgical unit to the nuclear power facility



### Select from a Work Context that your organization or group has...

- **Culture Snapshot for Teams & Small Groups™** - when effective team dynamics based on openness, knowledge sharing, trust and collaborative practices are important for success. Great for departments and teams looking to improve the way they work together
- **Culture Snapshot for Knowledge-Centric Work™** - when groups such as professional services firms, policy departments or agencies need information sharing, knowledge creation and cooperation across groups
- **Culture Snapshot for People-Centric Work™** - when a highly committed and engaged workforce is needed
- **Culture Snapshot for Collaborative Arrangements™** - for groups involved in complex relationships such as research collaboration, joint ventures, supplier/customer partnering or third-party relationships
- **The Trust Culture Snapshot™** - an in-depth look at elements of trust so groups can uncover opportunities for strengthening trust patterns, one of the key foundations for a strong culture



**Culture Snapshot for ...** more under development. Stay tuned!

We can rapidly customize a Culture Snapshot for your organization's specific strategy, values or work context. This requires several interviews and the selection or creation of about 9 sets of culture patterns for testing.



# Analytical models

Based on 12 years academic and applied research across a broad cross-section of organizations and industries, each Culture Snapshot examines culture patterns that operate within and across two sets of culture dimensions:

**Core culture dimensions** such as *Trust, Fairness & Equity, Knowledge Sharing and Affiliation*—the foundation for building healthy, ethical organizational cultures

**Strategic culture dimensions** such as *Collaborative Practices, Idea Generation, Adaptability, Execution Discipline and Focus on People*—selected for testing based on the unique strategy being pursued by the organization



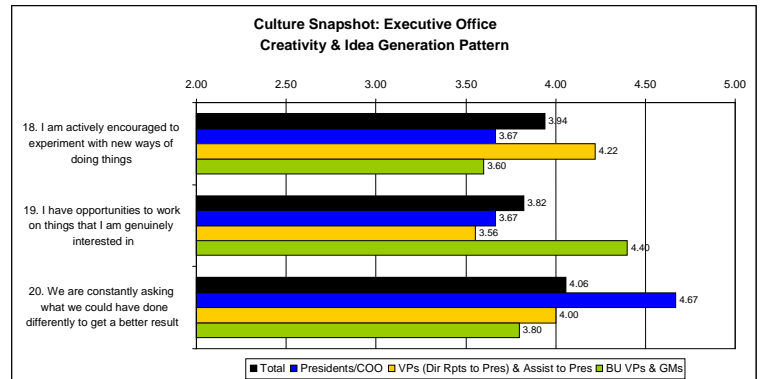
The Culture Snapshot is unique in its ability to report data on the strength of core and strategic culture patterns.

## Reports

**Culture Snapshot Expert Analysis Report** – This includes a workbook-style report that displays the data for a group to explore with culture patterns identified as strengths (green indicator), areas worthy of monitoring (yellow) or opportunity areas (red). This is completed by a culture expert who includes a short statement about the logic for the scorecard-type ratings. This provides an objective review of the pattern which, importantly, allows groups to check for culture blind spots. It’s very helpful for consultants, facilitators and leaders as it directs attention to areas of importance. Also included, if desired, are a set of MSPowerpoint charts for use in debrief meetings and communications.

**Culture Snapshot Workbook** – The workbook-style report displays the data for a group to explore. It is ideal for a high-engagement approach groups and for groups wishing to work through their own data

**Culture Snapshot for Teams & Small Groups Report** – This report is designed and priced with intact teams, departments and small groups in mind. The workbook style report has space for team members to assess for themselves whether each culture pattern is operating as an area of strength or requires attention. It is usually used when rebuilding teams, in leadership development initiatives and in department development initiatives.



Creativity & Idea Generation	Group	Ave	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
18. I am actively encouraged to experiment with new ways of doing things	Total	3.94	0	2	2	8	5	0
	Presidents & COO	3.67	0	1	0	1	1	0
	VP/Direct Rpts & Assist to Pres	4.22	0	0	1	5	3	0
	BU VPs/GMs	3.60	0	1	1	2	1	0
19. I have opportunities to work on things that I am genuinely interested in	Total	3.82	1	2	0	10	4	0
	Presidents & COO	3.67	0	1	0	1	1	0
	VP/Direct Rpts & Assist to Pres	3.56	1	1	0	6	1	0
	BU VPs/GMs	4.40	0	0	0	3	2	0
20. We are constantly asking what we could have done differently to get a better result	Total	4.06	0	1	2	9	5	0
	Presidents & COO	4.67	0	0	0	1	2	0
	VP/Direct Rpts & Assist to Pres	4.00	0	1	1	4	3	0
	BU VPs/GMs	3.80	0	0	1	4	0	0

I believe that Creativity & Idea Generation is ● because....

This is essential to fulfilling the promise of expanding the company’s product offer to meet the needs of its customers through innovation. These results are promising and indicate that the organization is striving to be an adaptive and innovative work place. It will be interesting to compare the perspectives of members of the Executive Office with that of others in the organization in the Global Report being conducted concurrently.

“I came to see, in my time at IBM, that culture isn’t just one aspect of the game—it is the game.”  
 Louis V. Gerstner Jr. Former CEO, IBM



## Working with Clients

The process for conducting a Culture Snapshot and getting results is fast and efficient. Some information about our leading-edge service:

- Culture is all we do! We provide insightful and objective assessment of culture patterns and what needs attention
- Resources such as sample communications letters and a 'Getting Organized Tool' save time
- Frequent status reports help you encourage participation
- Reports emailed to you often within one week of survey close
- Web-conferenced debrief to explain to the 'culture story' the survey revealed, what needs attention and the implications for future success
- Powerpoint slides of data displays, if desired, for use in employee presentations and workshops
- Depth of report analysis chosen by you so solutions can be provided for most budgets
- Development of case studies based on the data for leadership development

## Benefits

The Culture Snapshot will help...

- Open up safe conversations about group beliefs, assumptions and patterns of behavior and whether they support or get in the way of the group's success
- Create a safe, healthy process where employees are able freely share what they are experiencing
- Improve internal adaptation as groups take action, together, to shift behaviors and practices to new realities
- Enhance group productivity, retention and motivation as areas of 'culture drag' get addressed
- Empower groups to enhance culture strengths and develop hard-to-imitate culture patterns that result in competitive advantage
- Support risk management as beliefs, norms and behaviors with the potential to undermine success are better understood and proactively addressed



## Try the demo

Use the access code demo1234 to access a sample Culture Snapshot survey on our web-site.

### Contact Us

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