



Zoom in on culture!

Connie Curran wrote *'Culture eats strategy for lunch every time.'* Culture is a powerful component of an organization's success, **laying the foundation** for productivity and progress. While it can accelerate getting to the next level of performance, it can just as easily act as a drag. Engaging groups in exploring organizational culture and taking targeted actions to better align it for future success can result in:

- A **high engagement** work environment that **attracts, motivates** and **retains top talent**
- **Higher productivity** by eliminating 'culture drag' that impedes group performance
- Development of hard-to-imitate practices and behaviors that create **competitive advantage**
- Delivery of the **brand promise** for increased client loyalty
- **On-time projects** and **improved change planning** when the way things really get done is better understood and responded to
- A **safe environment** for employees to feel free to talk about what they are experiencing

It's a choice—culture by design or by default?



The Culture Snapshot reveals the way that core culture patterns (foundational to organizational health) and strategic culture patterns (important for future success) are operating. It helps groups appreciate culture pattern strengths and the way they can be used for advantage, as well as opportunity areas that need attention. Importantly, it creates a means for deep, meaningful conversations about the current culture that can lead to collective change to practices and behaviors. It can become the catalyst for shaping a culture responsive to the needs of the future.

It starts with a quick web-enabled survey that results in the creation of images of culture, much like a camera snapshot captures a group photo. The Culture Snapshot displays the data for specific culture patterns important to a selected strategy (such as Innovation, Customer Experience, Customized Solutions or Efficiency) or work context (such as Knowledge-centric work). Selective focus on specific culture patterns results in meaningful, highly-engaging reports that can lead to high-impact action plans.

- Rapidly activated, confidential survey **available 24/7**
- +/-40 item statements plus open-ended questions takes about **10 minutes** to complete
- Fast and easy set-up with **quick turnaround** of results
- A **culture pattern 'scorecard'** that indicates culture strengths and areas for attention (red, yellow, green indicators)
- **Report formats** that build the story of the culture, ready for use in workshops and executive team debriefs
- Analysis by **culture experts** lends credibility and objectivity

In a recent study, 72% of the executives reported that a culture gap exists within their organizations that is interfering with strategy execution and goal achievement.

Is this happening in your organization?



Use the culture snapshot as part of...

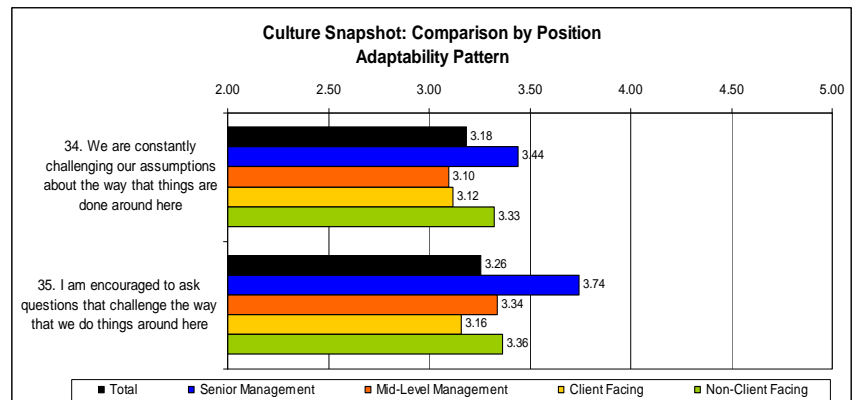
- **Organizational Culture Alignment** — Build appreciation of culture strengths and identify areas requiring collective action. Lay out a pathway for culture change
- **Development** — Provide teams and groups that want to improve their performance with a baseline of where they are now, a means to identify priorities for improvement and a tool to track progress
- **Leadership Development** — Build understanding of the role of leaders in systemic culture change. Engage them with data from their own groups
- **Mergers & Acquisition** — Engage stakeholders in comparing differences between each organization’s culture patterns and identifying where culture synergies and tensions will lie
- **Change Initiatives** — Create more effective change management plans by probing the current culture and how specific assumptions, beliefs and behaviors will support, impede or stall implementation
- **Planning retreats** — Take the pulse of the organization and focus on the critical few priorities

“The perceived strength of a company’s culture is positively correlated with its long-term economic performance as measured by net income growth, return on investment, and increase in stock price over a 10-year period.”
Kotter and Heskett
Corporate Culture and Performance

Develop new insights for action

- ✓ Encourage **appreciation of culture strengths** and how they operate—build group spirit and pride
- ✓ Rapidly focus groups on culture **weaknesses**—establish ownership for behaviors and beliefs impacting success
- ✓ Build group **cohesion around priorities**—create shared intent to create a culture by design, not by default
- ✓ Provide a means to **baseline** the current culture—assess change over time
- ✓ Use objective culture assessment for **deep insights** — what’s needed to get to the next level of performance

Typical report page



Adaptability	Position	Ave	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	N/A
34. We are constantly challenging our assumptions about the way that things are done around here	Total	3.18	55	302	383	513	71	11
	Senior Mgmt	3.44	3	13	11	36	7	0
	Mid-Level Mgmt	3.10	7	45	33	58	8	1
	Client Facing	3.12	35	195	232	284	37	4
	Non-Client Facing	3.33	10	49	107	135	19	6
35. I am encouraged to ask questions that challenge the way that we do things around here	Total	3.26	62	291	304	578	90	10
	Senior Mgmt	3.74	2	7	11	37	13	0
	Mid-Level Mgmt	3.34	4	36	26	75	10	1
	Client Facing	3.16	44	191	192	308	47	5
	Non-Client Facing	3.36	12	57	75	158	20	4

I believe that Adaptability is ● because....

Willingness to ask questions and challenge assumptions is essential to continual learning and improvement of work practices and approaches. As a result, it plays an important role in operational improvement, as well as the creation of new and unique solutions. There is quite a bit of variability across locations which is probably related to differences in leadership style. It is important to note, however, that none of the locations reported high scores on this pattern indicating that it is an area that can benefit from improvement across the organization...

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