

Culture assessment

Take the first step towards culture transformation in the workplace



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Why Culture?

Culture eats strategy for breakfast. We've all heard this before. Peter Drucker's famous phrase hits home that whilst strategy sets direction and goals, culture determines how effectively an organisation can achieve them. A toxic culture, like a riptide in the ocean, can steer an organisation off course.

Leaders must understand and foster a culture that supports, rather than undermines, strategic initiatives. And when strategy and culture are aligned, organisations attract the right talent and foster attitudes and mindsets that support performance and strategic success.

But there is no one right culture. Leaders, in dialogue with their people, need to determine what the best culture is.

Our support for culture transformation consists of two phases.

Phase 1: Culture assessment

In this phase, we will support you to understand and define your current and aspirational culture using our culture assessment framework, Cultivate, to make sense of differing culture styles and their respective advantages. Once your culture ambition is agreed, we'll help you refresh or develop new organisational values to kickstart your culture transformation.

Phase 2: Culture blueprint

To support your culture transformation, we'll develop a roadmap setting out how to embed your values and bring them to life. Using our culture SHAPE methodology (exploration of stories, hardwiring, abilities, processes and experience) we will identify with leaders and key stakeholders the organisation design & development factors that need to be actioned to enable your culture ambition.

Phase one: Assess current culture and set your culture ambition

Cultivate: Our culture assessment framework

Organisational culture is the unique blend of shared beliefs, values, and symbols that shape how people interact at work. We can see it reflected in our group habits and language patterns at work, guiding how the organisation operates.

Assessing and describing culture can seem a daunting task. Our Cultivate framework allows organisations to assess and make sense of employees' attitudes and behaviours to define current and aspirational culture. Evolved from the Competing Values Framework (Quinn and Rohrbaugh 1983), our framework describes 8 culture styles against two axes representing flexibility and focus.



Culture styles on the top half of the wheel (**see page 4**) enable flexibility and allow organisations to be more adaptable to the external environment, favouring autonomy. Styles on the bottom half are focussed, favouring clarity and control.

Styles on the right-hand side have an external orientation looking to the market and changes in the external environment, whilst those on the left are internally focussed on employees and processes.

Understanding the prevalent styles in your organisation distills a complex topic into a clear description of your culture. The position of styles also indicates where tensions may occur, as opposing styles cause friction and diminish performance. For example, there are difficulties in reconciling supportive and inclusive styles with results-focused and competitive styles.

Whilst cultures are a blend unique to each organisation, it is possible to identify common traits that formulate one of eight styles. Cultivate enables an informed discussion about the best styles and necessary trade-offs when setting your culture ambition.

Cultivate: Eight culture styles

Inclusive

Belonging, trust and sense of community are emphasised. A family-like atmosphere where sense of care, wellbeing and work-life balance are favoured.

Supportive

There is always a helping hand to be found amongst colleagues. Collaboration, shared responsibility and personal development feature strongly.

Stable

Maintaining stability is favoured through careful risk management and minimalisation of uncertainty. Predictability, reliability and incremental change approaches are favoured.

Ordered

Clear roles, responsibilities and governance are emphasised and it is important that established rules and procedures are followed. Centralised decision-making and hierarchy are important.

Goal Driven

Characterised by a relentless pursuit of ambitious goals and an emphasis on high performance. Decisive action and clear performance targets are imperative.

Competitive

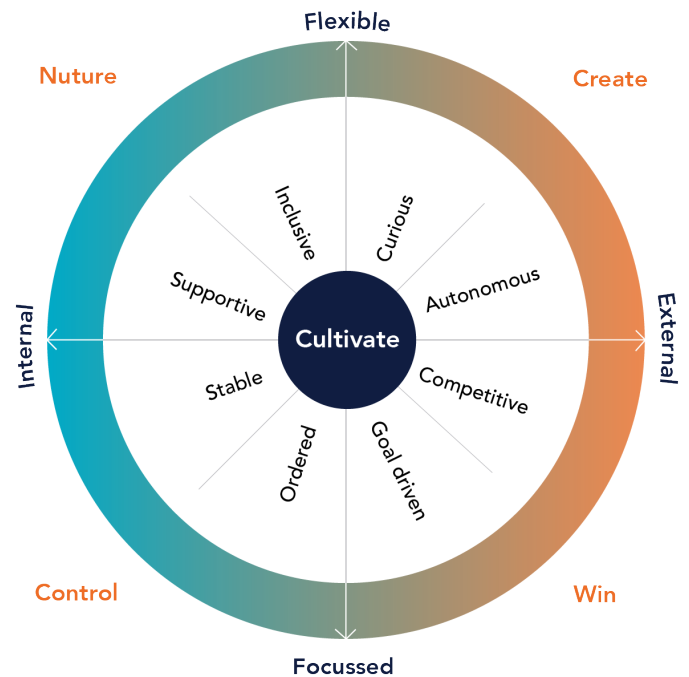
A strong focus on winning in the marketplace and outstripping competitors to become a dominant leader. Understanding and meeting customer needs to gain competitive advantage are emphasised.

Autonomous

Being flexible in approach and able to change rapidly to navigate dynamic environments are emphasised. Autonomy and continuous improvement are favoured and environments tend to be exciting and stimulating.

Curious

A strong focus on taking risks and experimenting with new ideas at work. Problem-solving, innovation, creativity and curiosity are favoured and high-risk, high-reward projects are likely to feature.



How we can support you



Culture assessment workshops: An interactive, consultant led workshop for employees and managers to build awareness of current culture patterns as well as exploring cultural aspirations. Storytelling activities and group work will surface experiences of the way things are done vs. the way they feel things should be done.



Leadership and stakeholder interviews: Semi-structured interviews exploring leaders' views on current culture strengths, detractors and culture ambitions that support strategic aims.



Context review: Review of your organisational strategy, people strategy, internal communication examples, employee survey results and other relevant materials.



Leadership culture ambition workshop(s): Over the course of one longer, or two shorter sessions, the outputs of the assessment activities are presented to the leadership team using our Cultivate framework.

Leaders will be able to explore:

- Prevalent culture styles in their organisation
- Aspirational culture in the view of staff, managers and leaders
- The pros, cons and trade-offs associated with different styles
- Their culture ambition



Organisational values design: Using the agreed culture ambition and workshop outputs, your dedicated consultant will develop a proposed set of values with descriptors and example behaviours. We recommend re-engaging employees to further refine and finalise values to ensure resonance.

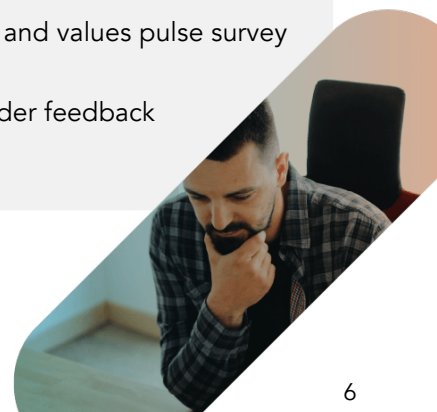
Phase two: A roadmap for culture transformation

Your dedicated organisation development consultant will support you in identifying the organisational design and development levers that can be utilised to achieve your culture ambition.

Our Culture SHAPE model summarises the key factors that can be actioned to transform culture, creating your culture transformation roadmap.

Example activities

<p>Stories</p>	<p>Understand the stories and narratives that will support a shift in mindset.</p>	<p>Leader and manager workshops</p> <p>Internal communications and HR team workshop</p>
<p>Hardwiring</p>	<p>Review the impact of organisational structure and determine required changes to enable aspirational culture.</p>	<p>Organisation design pain points assessment</p>
<p>Abilities</p>	<p>Identify abilities, capabilities and team profiles that best align with your culture ambition and support talent attraction and retention</p>	<p>Skills and capabilities framework design</p> <p>Psychometric profiling for individuals/teams</p>
<p>Processes</p>	<p>Integrate organisational values into key HR processes such as recruitment, performance management and recognition to reinforce positive behaviour.</p>	<p>HR team workshop</p>
<p>Experience</p>	<p>Measure the impact of culture and leadership behaviour on employee experience to create a critical feedback loop to keep culture transformation on track.</p>	<p>Culture and values pulse survey</p> <p>360 leader feedback</p>



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