



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:

- **Higher productivity** by eliminating ‘culture drag’ that impedes group performance
- Development of hard-to-imitate practices and behaviors that create **advantage and ability win at your game**
- **Delivery of strategic initiatives** when the way things really get done is better understood and responded to
- **Accelerated** execution of goals
- A **high engagement** work environment that **attracts, motivates and retains top talent**

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?

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

The Culture Snapshot reveals the **alignment, strength and cohesiveness of culture patterns** (organizational and leader practices, group norms of behavior and beliefs) that strongly influence the success of an organization’s future direction. It is a broad scan across multiple aspects of culture which helps organizations appreciate cultural strengths and the way these operate to both support and sometimes impede new strategies and plans. It also:

- **Makes explicit** the interplay of practices, behaviors and beliefs that are creating dynamics which support goals or causing culture drag
- **Narrows focus** to opportunity areas and levers for getting to the next level of performance
- **Removes rose colored glasses and blind spots** that may delay development of new capabilities
- **Establishes a baseline** against which to assess progress over time—no place to hide

A frequently used tool is a 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 patterns of behaviors and practices important to a selected strategy or work context. **Selective focus** on **specific behavioral patterns** results in meaningful, highly-engaging reports that can lead to targeted action plans.

- Rapidly activated, confidential survey **available 24/7**
- 40-60 item statements plus open-ended questions takes about **15 minutes** to complete
- A **culture pattern ‘scorecard’** that indicates behavior pattern strengths and areas for attention (red, yellow, green indicators)
- Make dynamics amongst behaviors to pinpoint causal factors and levers
- Objective analysis by **culture experts** with strong organizational backgrounds



Use the culturesnapshot as part of...

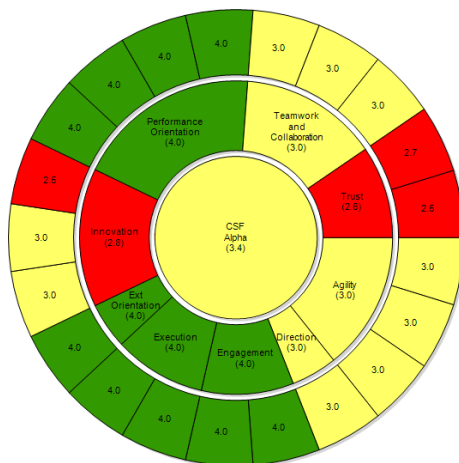
- **Strategic Initiatives** — Create more effective change plans by probing the current culture and how specific assumptions, beliefs and behaviors will support, impede or stall implementation of new initiatives
- **Organizational Culture Alignment** — Build appreciation of culture dynamics and identify areas requiring collective action. Lay out a culture roadmap with leaders and their groups
- **Development** — Provide 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
- **Capability building** — Establish the culture baseline and measure culture development over time in critical areas such as adaptability, innovation, collaborative practices, systems thinking, mindfulness, process discipline and so on

One could argue that the only thing of real importance that leaders do is create and manage culture and that the unique talent of leaders is their ability to understand and work with culture.

Edgar Schein

Culture measurement

Finance Group



Process Discipline - Practices and behaviors that promote consistency, efficiency and effectiveness in core processes								
Process effectiveness - Our processes help to make sure that our work is done right the first time	Group	Average	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	N/A
Demographics		3.10	0	4	1	5	0	0
Executive		3.00	0	4	1	4	0	0
Vice President/Director		3.00	0	0	0	1	0	0
Monitoring process performance - We carefully monitor process performance to identify opportunities for improvement	Group	Average	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	N/A
Demographics		3.30	0	4	0	5	1	0
Executive		3.22	0	4	0	4	1	0
Vice President/Director		3.00	0	0	0	1	0	0
Coordination of changes - Changes to critical work processes are rigorously coordinated to ensure that they are implemented consistently	Group	Average	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	N/A
Demographics		2.30	2	3	0	4	1	0
Executive		2.22	2	3	0	3	1	0
Vice President/Director		2.00	0	0	0	1	0	0
Consistency of process implementation - Processes are implemented consistently for similar types of work throughout organizations	Group	Average	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	N/A
Demographics		3.30	0	4	0	5	1	0
Executive		3.22	0	4	0	4	1	0
Vice President/Director		3.00	0	0	0	1	0	0
Testing robustness of processes - Proposed changes are thoroughly tested to determine how the process might operate under different circumstances	Group	Average	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	N/A
Demographics		3.10	1	3	1	4	1	0
Executive		3.00	1	3	1	3	1	0
Vice President/Director		3.00	0	0	0	1	0	0

New insights for action

- ✓ Encourage **appreciation of culture strengths** and how they operate—build group spirit and pride and recognize how these hold back progress
- ✓ Use objective culture assessment for **deep insights** —remove blind spots; target what’s needed to get to the next level of performance
- ✓ Understand **sub-culture** differences — determine what needs attention in different groups for the short and longer term
- ✓ Build leader **cohesion around priorities**—create shared intent to shape the culture by design, not by default
- ✓ Provide a means to **measure** how leaders are building **capability for the future** —measure cohesion of behaviors and practices across the system

Interested in a Demo?

www.neurasurvey.com

Password csfalpha