CULTURESTRATEGYFIT®
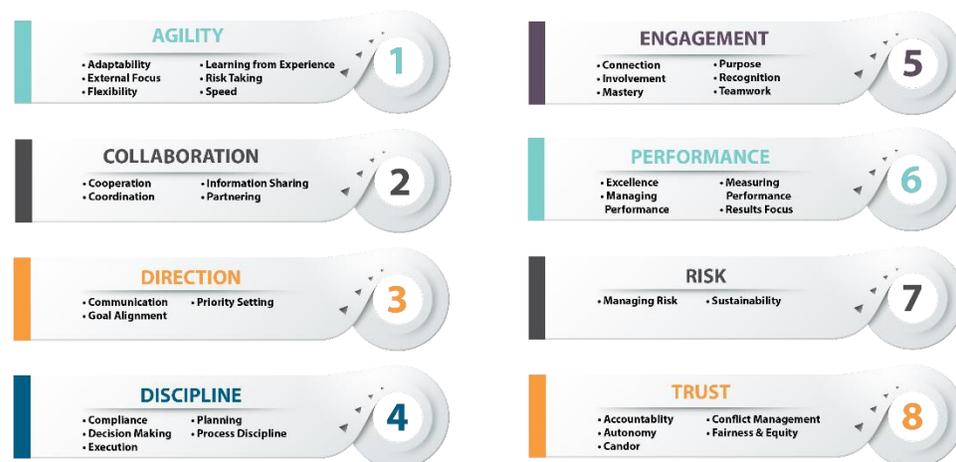
MEASURE YOUR CULTURE

The **CULTURE-STRATEGY FIT® Survey** brings the culture factors which operate to create an organization's uniqueness to life by illustrating their strength and the way they operate to support **high performance and strategy**. This **research-based, data-driven** survey will help organizations:

- **Understand their culture strengths** – cultural DNA to build on
- **Identify culture development needs** – what to strengthen for the future
- **Gain insights into culture dynamics** – the way culture is operating to support or impede success
- **Describe sub-culture differences** – distinctive differences between groups
- **Set culture priorities** – collective action across the enterprise
- **Take targeted action** – practical action strategies for sustained change
- **Measure culture development over time** – give leaders data they can use

ROBUST CULTURE SURVEY

The **CULTURE-STRATEGY FIT® Survey** measures the health and vibrancy of organizational culture to support high performance across **8 culture dimensions** and **35 culture patterns**. Organizations can add a **strategic focus module** from several that best fits their context and strategy.

AGILITY — 1
- Adaptability
- External Focus
- Flexibility
- Learning from Experience
- Risk Taking
- Speed

COLLABORATION — 2
- Cooperation
- Coordination
- Information Sharing
- Partnering

DIRECTION — 3
- Communication
- Goal Alignment
- Priority Setting

DISCIPLINE — 4
- Compliance
- Decision Making
- Execution
- Planning
- Process Discipline

ENGAGEMENT — 5
- Connection
- Involvement
- Mastery
- Purpose
- Recognition
- Teamwork

PERFORMANCE — 6
- Excellence
- Managing Performance
- Measuring Performance
- Results Focus

RISK — 7
- Managing Risk
- Sustainability

TRUST — 8
- Accountability
- Autonomy
- Candor
- Conflict Management
- Fairness & Equity

© 2005-2016 Culture-Strategy Fit, Inc.

The **CULTURE-STRATEGY FIT® Survey** is anchored in research conducted over 15 years into the most influential factors creating **high performance cultures** and supporting **specific strategies**. It is founded on constructs from **both national and organizational culture research** so it is well positioned for use in organizations from large global

companies to small partnerships. It is best used by Enterprises that want to understand their unique culture story and set priorities for intentionally shaping culture fit to strategy.

MORE THAN ENGAGEMENT

Engagement is one, very important aspect of culture but it is Not the Only dimension impacting high performance and strategy execution. *Employee engagement is "a measure of an employee's emotional and intellectual commitment to an organization" (Aon Hewitt)*

Culture includes other aspects of the *"way things get done around here"* (Deal & Kennedy). We think of culture as, *"the values, underlying beliefs and assumptions that guide action and are learned and shared by members of groups as they strive to fulfill their purpose."* (Edgar Schein). A broader view of cultural norms is vital and this includes engagement drivers.

Organizations have worked very hard to improve employee engagement over the past decade with a pay-off in retention and attraction. However engaged employees do not guarantee high performance and delivery of strategic goals. For example, a culture survey for a client struggling to compete (right) revealed that work on Engagement was paying off but significant gaps remained in Agility and Collaboration.

The CULTURE-STRATEGY FIT® Survey a unique focus on 35 patterns of behaviors and practices for high performance and their inter-play.

By adding a Strategic Focus Module, (such as Customer Experience, Innovation, Operational Excellence, Driving Change) the question of culture fit to strategy can be further assessed.

All of this brings a more comprehensive story of organizational DNA forward, its strengths and development needs, and where leaders and their teams, collectively, need to focus for future success.
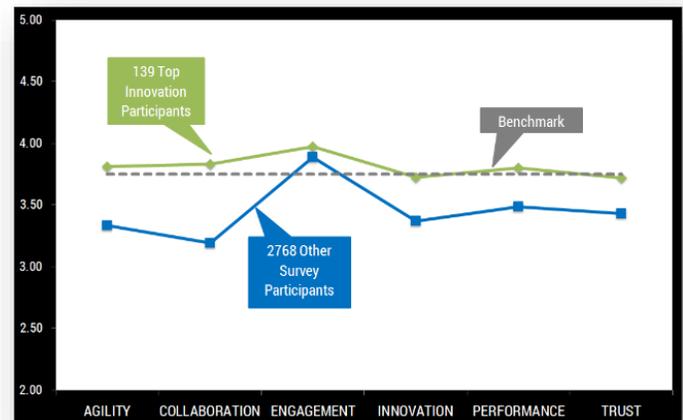
FAST FACTS

- Globally appropriate, research-based survey
- 85 surveys statements, 2 questions, 15-20 minute survey
- Option to add a strategyc focus module, 15 statements, 5 minutes
- Simple, business language
- Rapidly activated, confidential on-line survey
- Industry-leading data security
- Use desk top, phone or tablet
- Culture scorecard, profile and scorecarded data displays
- E-mail invitations and reminders for high participation rates
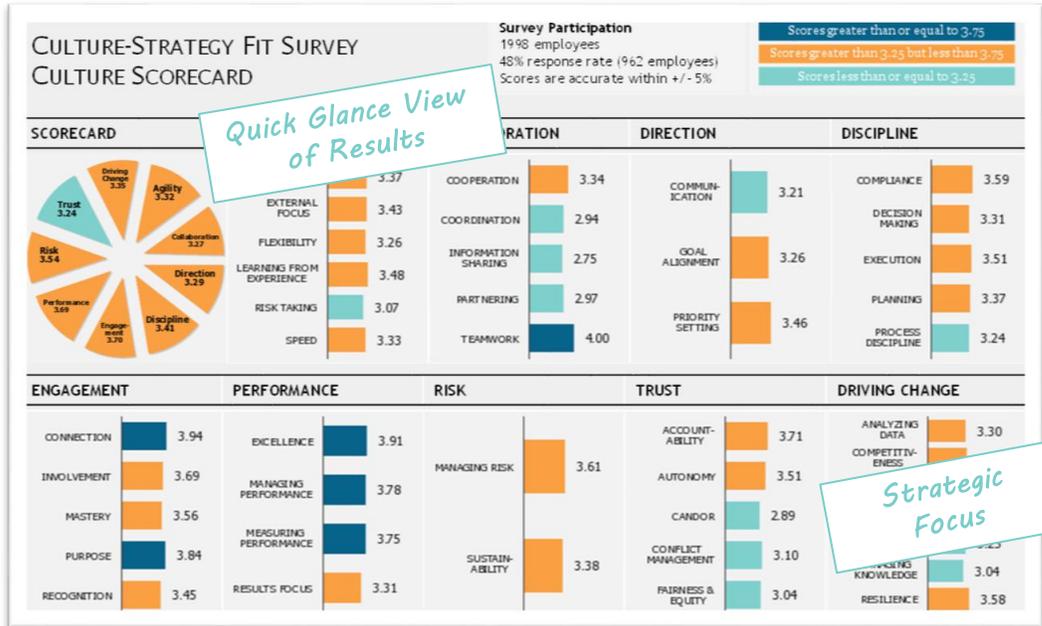- Survey available in most languages, report in English

MEASURING CULTURE

The **CULTURE-STRATEGY FIT® Survey** uses a **scorecard approach** to reveal the story of the culture and how it will support high performance and strategy. It helps organizations quickly identify **culture strengths** and **areas requiring attention**. This culture scorecard includes the Optional Strategic Focus area Driving Change.

A **Culture Profile** reveals differences by Group and/or Level.

Bar graphs by **Culture Dimension**, such as Agility and scorecarded **Culture Patterns** such as Risk Taking allow you to dig deeper to find causal factors and levers.

By examining **the way culture patterns inter-relate within and across dimensions**, culture dynamics can be identified that create unique organizational DNA or impede future success.

CULTURE-STRATEGY FIT SURVEY CULTURE SCORECARD

Survey Participation
1998 employees
48% response rate (962 employees)
Scores are accurate within +/- 5%

Scores greater than or equal to 3.75
Scores greater than 3.25 but less than 3.75
Scores less than or equal to 3.25

Quick Glance View of Results

Strategic Focus

EXTERNAL FOCUS	3.43
FLEXIBILITY	3.26
LEARNING FROM EXPERIENCE	3.48
RISK TAKING	3.07
SPEED	3.33

COOPERATION	3.34
COORDINATION	2.94
INFORMATION SHARING	2.75
PARTNERING	2.97
TEAMWORK	4.00

DIRECTION

COMMUNICATION	3.21
GOAL ALIGNMENT	3.26
PRIORITY SETTING	3.46

DISCIPLINE

COMPLIANCE	3.59
DECISION MAKING	3.31
EXECUTION	3.51
PLANNING	3.37
PROCESS DISCIPLINE	3.24

ENGAGEMENT

CONNECTION	3.94
INVOLVEMENT	3.69
MASTERY	3.56
PURPOSE	3.84
RECOGNITION	3.45

PERFORMANCE

EXCELLENCE	3.91
MANAGING PERFORMANCE	3.78
MEASURING PERFORMANCE	3.75
RESULTS FOCUS	3.31

RISK

MANAGING RISK	3.61
SUSTAINABILITY	3.38

TRUST

ACCOUNTABILITY	3.71
AUTONOMY	3.51
CANDOR	2.89
CONFLICT MANAGEMENT	3.10
FAIRNESS & EQUITY	3.04

DRIVING CHANGE

ANALYZING DATA	3.30
COMPETITIVENESS	
KNOWLEDGE	3.04
RESILIENCE	3.58

HOW IT WORKS

Our Culture Resource Center provides a quality survey experience for all parties. By pre-loading e-mail addresses and demographic data, the organization can be assured that all participants will be allocated to the right group. For users, the quick launch of the survey from a third-party mitigates concerns about confidentiality and provides convenient, mobile access. For data security, we employ industry-leading privacy and security measures. This approach results in better participation rates, increased candor and data accuracy, plus greater satisfaction with the survey process. Two tools help with organizing for the survey. The typical process is:

Identify Your Needs

- You identify the desired survey languages, reports and schedule
- You summarize this on the Culture Survey Intake Tool and send it to the Culture Resource Center
- We confirm the schedule for your assessment and commit to your report delivery date(s)
- We provide the Getting Organized Tool for survey set-up. This provides information on firewall whitelisting, testing, status reporting and requirements for the employee data upload file.

Set-up and Run Survey

- You provide the employee data upload file and send it to the Culture Resource Center
- You provide IT with whitelisting information so the survey will not be blocked
- You complete a technology (firewall) and content test of the survey before launch
- You send employees a communication about the purpose of the survey with start and end date
- Our secure survey engine sends participants an email invitation containing their personal link
- Participation status reports and are most often sent twice a week

Receive Reports

- You receive your reports within 4 business days, or as agreed (reports requiring translation of open-ended question answers can take up to an additional 10 business days).

REPORTS

All of our reports provide quick to understand scorecards, profiles and data displays. They are robust and help you understand the story of the culture. We have two approaches to reports: You Do It and We Help.

You Do It

A comprehensive report for you to work with:

- PDF Word-type report format; PPT with all data displays optional
- Comparison by Group (or Level, Location, etc.)
- Culture Scorecard and Profile
- Top and Bottom 3 Culture Patterns with descriptive comments (see right)
- Top and Bottom 5 Statements
- Dimension graphs and scorecarded culture pattern data displays
- Open-ended responses sorted by Group (or other)
- Additional demographic reports, as desired

> **Sample: Top/Bottom 3 Culture Patterns Report Commentary**
>
> The three culture patterns that received the **lowest** average scores in the survey are identified in the tables below. Average scores below 3.00 should be examined closely to determine if further investigation is required and/or action needed.
>
> | SPEED (AGILITY) | 3.31 |
> | --- | --- |
> | Taking action to quickly address challenges and opportunities. | |
>
> Agile organizations need to be able to quickly make a decision and move to action in order to take advantage of an opportunity or address a threat. This can be difficult as it is often accompanied by a degree of risk due, at least in part, to the absence of the time and other resources required to conduct a comprehensive appraisal of the situation and evaluate available options. A low score on Speed usually indicates either a lack of urgency, unclear and/or ineffective decision-making practices and/or risk aversion. Regardless, the result is a slow response to challenges and opportunities that can be detrimental to performance.
>
> Related Culture Patterns: Accountability, Autonomy, Communication, Execution, External Focus, Information Sharing and Risk Taking.

We Help

A Report Walkthrough: A culture expert will walk you through your report. 1 hour

An Interpreted Report Our culture experts will interpret your results and provide you with a presentation of the CULTURE-**STRATEGY** FIT® **Survey** findings describing culture strengths and opportunity areas revealed in the data and through the responses to the open-ended questions. This option needs requires either 2-3 senior leader interviews or external consultants will provide strategic context.

- PPT format which integrates data and representative employee comments from the themes revealed through the open-ended questions
- Suitable for presentation to Executive team and HR/OD
- Comparison by Group (or Level, Location, etc.)
- Culture Scorecard and Profile
- Dimension graphs and scorecarded culture pattern data displays
- Report on notable differences by Level
- Sorted open-ended responses
- Additional demographic or department reports as desired
- Includes minor customization of Welcome Screen, Invitation and Reminders

Other Reports

Reports comparing experiences by Location, Years of Service, Generation or other demographic factors can be provided.

Reports for large functions or departments are the same comprehensive report described under You Do It.

Translation The survey is available in most languages. Other languages will be translated at client expense (screens, messages and survey statements). For Interpreted Reports, all non-English language comments will be translated as part of interpretation and are charged back as expense to the client. These are included in the report. Non-English responses can be provided in Appendices if desired.

TARGETING ACTION

Because the **CULTURE-STRATEGY FIT® Survey** focuses on **culture patterns** that reveal **shared norms of behavior and practices**, and with these embedded **beliefs, values and assumptions**, the unique way the culture operates is revealed. When the question is asked, *"What do we need to strengthen for future success,?"* a small set of culture priorities reflecting the dynamics of a few culture patterns usually emerges from the report(s) for collective action across the enterprise.

Our experience is that identifying only **1-2 culture development priorities** and focusing on these for a year provides the opportunity to experiment with new kinds of behaviors and practices and to embed them.

Because organizations are complex and include sub-organizations with sub-cultures, often an additional culture priority may be required. For example, Finance and Legal may be influenced by their professional culture and stand-alone Companies or Divisions may have distinctive differences. It's important that these units see their culture survey results and how similar or different they are from the enterprise. This often means additional reports for these groups.

In the end, the **CULTURE-STRATEGY FIT® Survey** will provide **rich data for priority setting** and for developing **practical, high impact action strategies** for shaping culture.
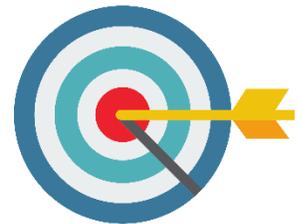
SURVEY OPTIONS AND PRICING

You Do It: You receive the comprehensive **CULTURE-STRATEGY FIT® Report** and optional PPT with data displays. You work through the report to uncover culture strengths and target culture priorities.

Survey Population	Fee
Less than 50	$1495
51-250	$1995
250-500	$2495
501-1000	$2995
1001-2500	$3495

Deeper Dive Options	Fee
Sub-report	$375
Sub-report with PPTs	$425

Multi-language Options	Fee
1. Multi-language Survey - Survey set up in requested languages. (Report in English; responses to verbatim questions untranslated)	NC
2. Multi-language Survey - With Translated Verbatim Responses to Questions	
• Survey set up in requested languages; translated responses re-inserted into report generator	$500
• Plus translation handling fees based on number of languages	$500-1500
o 1-5 $500	
o 6-10 $1000	
o 10+ $1500	
• Plus translation by third party translation firm – charged back at cost	

We Help: If support is desired, we are here to help. This can be a one-hour walk through of your report or support for a comprehensive review of enterprise and sub-culture differences. For example, an interpreted report may be desired when a new strategy has been defined, organization performance is weak or turnover is accelerating. You may also desire different kind of reports for the Board, Executive, Company Presidents and Regional VPs. Here are some ways we can help.

Report Walkthrough	Fee
1 hour walk through of report with a culture expert.	$750

Interpreted Culture-Strategy Fit Report	
This approach is proposed on a project basis, based on scope of work. We have a range of interpreted report options.	

Advisory Services	
Coaching from a culture expert on how to interpret your report, how to organize for a culture survey or facilitate report debriefs and action planning	$500/hr

CONSIDER THIS SURVEY WHEN YOU NEED TO...

- Establish a **hard-to-imitate culture** as a competitive advantage
- Deliver **new strategies** and **accelerate transformation**
- Align your culture to your **brand promise**
- Get rid of **culture drag** holding back people doing their best
- Bolster **productivity** and **invigorate** groups
- Attract and retain **exceptional talent**
- Manage the **risk** of ethical, integrity or other violations

Give us a call to explore how this survey can meet your needs