



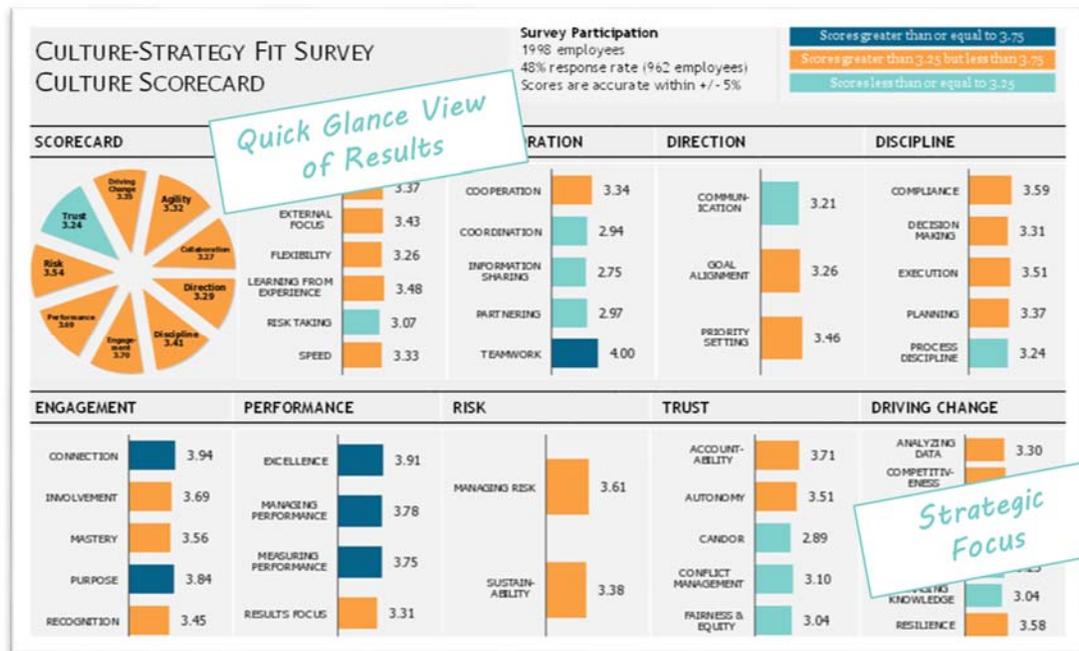
CULTURESTRATEGYFIT®

ALIGN CULTURE WITH STRATEGY

The **CULTURE-STRATEGY FIT® Survey** provides insights to help you create the culture your organization needs to execute your strategy and achieve your goals. This is our deep-dive foundation survey based on decades of research. It reveals the underlying belief system that is the foundation of your culture providing insights into what and how to change your culture to support your goals.

This survey will help you:

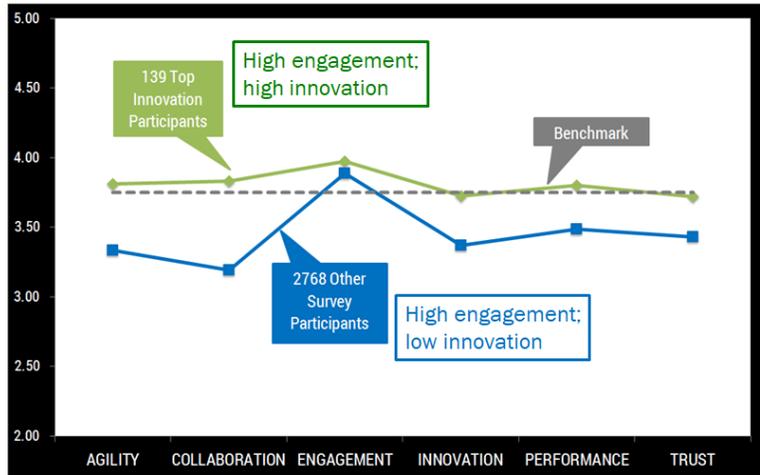
- Align culture with strategy – how your culture is supporting or getting in the way of executing your strategy and achieving your goals
- Leverage your culture strengths – cultural DNA to build on
- Identify culture development needs – what to strengthen for the future
- Describe sub-culture differences – distinctive differences between groups
- Set culture change priorities – opportunities with the potential to have the greatest impact on performance
- Take targeted action – develop practical action strategies for sustained change
- Measure culture change over time – monitor progress with real data



MORE THAN ENGAGEMENT

Organizations have worked very hard to improve employee engagement over the past decade with many realizing a pay-off in talent acquisition and retention. However, **engaged employees do not guarantee high performance and delivery of strategic goals**. For example, we conducted a culture survey in an organization struggling to understand the innovation gap between its core groups. The survey results revealed consistently high levels of Engagement but significant gaps in other dimensions including Agility and Collaboration.

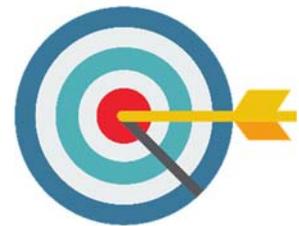
The message? Engagement is one, very important aspect of culture but it is Not the Only dimension impacting performance and strategy execution. To truly understand your culture requires uncovering the belief system that guides behavior and actions. This belief system is revealed in the dynamics within and between Engagement and seven other dimensions of culture.



The **CULTURESTRATEGYFIT® Survey** examines 35 patterns of behavior and practices across 8 culture dimensions. By adding a **Strategic Focus Module** such as Customer Experience, Innovation, Operational Excellence or Driving Change, the question of culture fit to strategy can be further assessed. The result is a comprehensive story of your culture.

TARGETING ACTION

The **CULTURESTRATEGY FIT® Survey** provides rich data for priority setting and for developing **practical, high impact action strategies** for shaping culture. When the question is asked, *“In what ways and to what extent does our culture support or impede strategy execution and goal achievement?”* a small set of culture priorities emerges from the survey results. These include culture strengths to build upon, as well as changes required to achieve alignment and optimize performance.



Identifying **1 or 2 culture priorities** and taking collective action across the enterprise produces measurable and sustainable culture change. Because organizations are complex and include sub-cultures, often an additional culture priority may be required at the business unit or function level.

FAST FACTS

- Globally appropriate, research-based survey
- Analysis by our culture experts who tell the 'story' of your culture
- 3 – 5 interviews with senior leaders to gain context; interviews can be conducted by HR/OD
- 85 items assess 35 patterns within 8 culture dimensions
- Option to add a strategic module, such as customer experience or innovation, and/or engagement drivers
- Custom modules to assess specific areas of interest can be added
- 2 – 3 open-ended questions add context and color to your data
- 20-25 minute on-line confidential survey accessible 24x7
- Offered in 16 languages with reports in English
- User-friendly, rapid activation
- Industry-leading data security
- Accessible by desk top, phone or tablet
- Web-link, personal access codes or email invitation options
- Daily progress reports of survey participation

Culture is 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.

WHEN TO USE IT

The **CULTURE-STRATEGY FIT® Survey** is anchored in 20 years of research into the factors most influential in creating **high performance cultures** and supporting **specific strategies**. It is founded on constructs from **both national and organizational culture**, so it is well positioned for a wide range of 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 to intentionally shape culture fit to strategy.

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 preventing people from **doing and being their best**
- **Bolster productivity** and invigorate people
- Attract and **retain exceptional talent**
- **Manage the risk** of ethical, integrity or other violations

HOW IT WORKS

Our **Culture Resource Center** partners with you to provide a quality survey experience for all parties. A simple Intake Form captures your requirements. Within 72 hours, your survey is setup and ready to go. Working together, we determine the best option for accessing the survey, complete a test and finalize details. For participants, completing the survey is convenient and user-friendly with confidentiality guaranteed. For data security, we employ **industry-leading privacy** and **security** measures. This results in **better participation rates, increased candor and data accuracy, plus greater satisfaction** with the survey process. The typical process is:

Identify Your Needs

- You complete our simple Culture Survey Intake Form
- We join you on a call to answer your questions, determine how employees are to access the survey and confirm the schedule including your report delivery date(s)
- We provide information on firewall whitelisting, testing, status reporting and requirements for the employee data upload file, if needed

Set-up and Run Survey

- You provide an Excel file with relevant employee information or we provide you with a universal web-link
- You provide IT with our whitelist information (email invitation option only)
- You complete a test of the survey before launch
- You communicate the purpose of the survey with the start and end date to employees
- Our secure survey engine sends participants an email invitation containing their personal link; alternatively, you provide employees with their personal access code or the survey web-link
- We send you daily progress reports
- You engage leaders and managers to encourage people to participate

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.

Receive Reports

- You receive your reports within 15 business days, or as agreed (reports requiring translation of the answers to the open-ended questions typically require more time to produce)
- Reports are provided in English; answers to the open-ended questions are in the participants' language of choice or translated into English
- We review the survey results with you by webinar

REPORTS

Our reports provide easy to understand scorecards, profiles and data displays. They are robust and help you understand your current culture and its alignment to your strategy and goals. The 'You Do It' option is available but not recommended due to the complexity of the survey and expertise required to uncover underlying belief systems.

We Help

Analysis by our culture experts:

- Your Culture Story (comprehensive report)
 - Our culture experts deconstruct the data to tell the story of your culture – What is our existing belief system? What do we need to protect and leverage? What may need to change given our strategy and goals?
 - Executive Summary of key takeaways
 - Thematic analysis of answers to the open-ended questions
- PDF reports of the data (totals plus 3 comparisons)
 - Culture scorecard (pie chart and bar graphs)
 - Culture profile (line graph)
 - Top and bottom 3 culture patterns
 - Top and bottom 5 statements
 - Scorecard data displays
 - Answers to the open-ended questions
- A culture expert walks you through your report via webinar

Options:

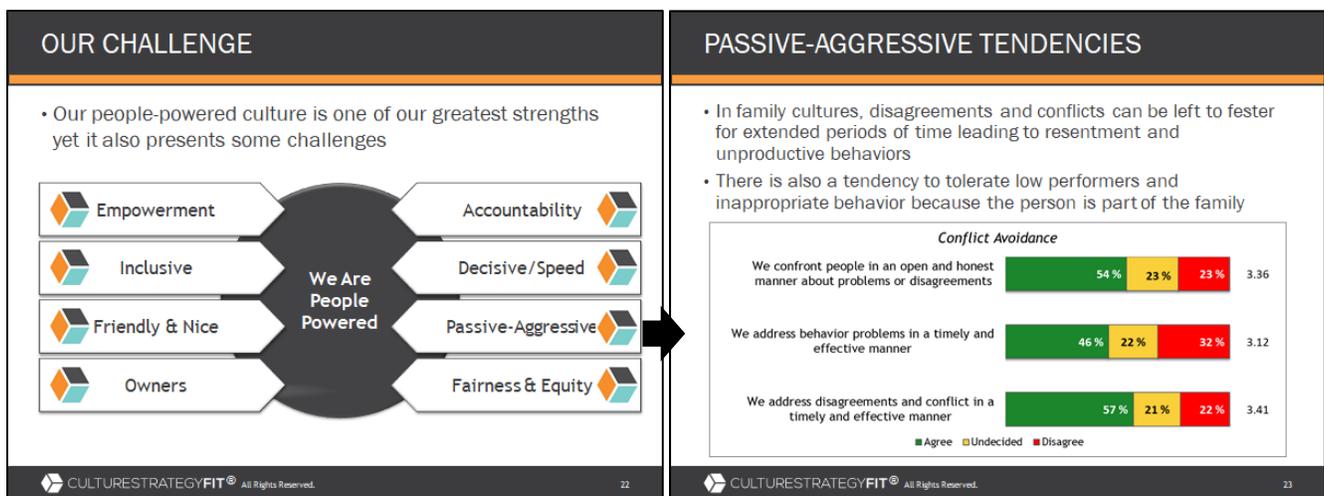
- Executive Summary of Business Unit and/or Function results
- In-person review of the survey results
- Culture change coaching

Other Reports

Additional reports for sub-groups or other demographics can be provided

Languages

The survey is currently available in 16 languages. Other languages can be added if required.



SURVEY OPTIONS AND PRICING

We Help: You receive the **CULTURE-STRATEGY FIT® Survey** comprehensive PPT report telling the story of your culture including the implications for executing your strategy and achieving your goals. You also receive PDF reports containing the overall organization results plus 3 comparisons. This includes the answers to the open-ended questions sorted by group. A culture expert meets with you by webinar to review your report. **All fees are in USD.**

Survey Population	Fee
Less than 100	\$12,500
101-500	\$17,500
501-1000	\$25,000
1001-2500	\$30,000
2501-5000	\$35,000
5001-7500	\$40,000
7501-10000	\$45,000
10001-20000	\$50,000
20001-30000	\$55,000
30001-40000	\$60,000

Additional Reports	Fee
PDF of the survey results with sorted answers to open-ended questions	\$150/report

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 - Customized content and/or answers to the open-ended questions translated into other languages	
• Customized survey pages, email invitations, reminders and/or other content (admin fee)	\$100/language
• Answers to open-ended questions (admin fee)	\$100/language
• PLUS: Translation by third party translation firm	Charged at cost

Options: If additional support is desired, we are here to help.

Executive Summary of Survey Results (Business Unit/Function)	Fee
Summary table in PPT report; includes a 1-hour webinar review of the survey results	\$3,500/report

Report Walkthrough	Fee
Additional webinar reviews of report with a culture expert	\$750/hour
In-person review of report with a culture expert	\$2,000/half day

Culture Expert Coaching	Fee
Culture change coaching	\$425/hour

Aligning culture with strategy to achieve your goals!