

Culture By Design Check

Give your organization a score of 10 (consistently demonstrated), 8 (frequently but not always demonstrated), 6 (sometimes demonstrated, some parts of the organization), 4 (starting to be demonstrated), 2 (rarely), 0 (never) and then go to the next page to score your survey.

<i>Culture By Design Progress Check</i>	<i>Score</i>
1. Each member of the executive team agrees why paying attention to culture matters to future success	
2. Top leaders have a shared perspective about how the future-state culture needs to operate	
3. There is a shared story of the culture past, present and future	
4. The way culture operates to both support and impede goals is well understood	
5. There is an appreciation of sub-culture differences and their value and risks	
6. Leaders embrace their role as amplifiers of culture	
7. 1-2 areas of culture that require collective attention have been communicated	
8. Pivotal groups that will act as catalysts of behavior change are in action	
9. There are actions underway to create a network effect of changes to practices, behaviors and beliefs in priority areas	
10. Practices and group norms of behavior that have better results are being identified	
11. There is lots of informal recognition of new behaviors that are getting results	
12. Groups trying out new practices and behaviors receive needed capability development	
13. Networks of people are in conversation about what they are learning from their experiences in shaping culture	
14. Each manager includes culture work as part of his/her team/department plans	
15. A conscious effort is being made to use real life stories to create new heroes and legends	
16. There are culture feedback loops so groups can continuously adapt and learn	
17. Talent management decisions include consideration of specific future-state culture needs	
18. Structures, systems, space and processes are being aligned to support the culture required for the future	
19. Competing behaviors are being extinguished	
20. Measures illustrate that culture risks and benefits are being actively managed	



Check your progress

Add the scores for the statements testing key tactics for culture by design to identify the strength of your current practices.

<i>Culture By Design Progress Check</i>			
<i>Qu #</i>	<i>Phase</i>	<i>Focus</i>	<i>Score</i>
1-7	<i>Conviction</i>	Build a cadre of top leaders focused on a set of culture priorities that are meaningful and important to the organization, their own group and to themselves personally.	<i>/70</i>
8-13	<i>Ignition</i>	Engage pivotal groups in making changes to inter-related sets of practices to introduce more aligned behaviors and beliefs. Link groups together to assess impact and learn together. Demonstrate success.	<i>/60</i>
14-20	<i>The Turbo-Charge</i>	Create chain reactions by engaging more people, especially managers, in shaping culture by design. Build capability. Create organizational energy and memory by creating new heroes, myths and legends. Build in feedback loops for continuous learning. Align the system.	<i>/70</i>
<i>Total</i>			<i>/200</i>

Insights for action

Low scores in any phase, and in total, indicate that your culture path could be strengthened. Check the item statements to identify some of the tactics that your organization may not be employing to shape its culture deliberately to support delivery of strategy and goals.

<i>Insights</i>	<i>Actions</i>



What's next?

Many organizations allow their organizational culture to either emerge by default, due to weak culture change strategies and practices in Phase 1, Conviction, or delegate the culture change to sets of change champions or managers and fail to Ignite (Phase 2) pivotal groups who control managing, operating, social and learning practices. Too often the approach to culture change is to use change management practices such as building a guiding team, communicating for buy-in, empowering people to take action and creating short term wins. While these are supportive of culture change, they are inadequate to Ignite and Turbo-charge changes to group norms of behavior. Change management practices are simply not enough to shift deeply embedded beliefs, assumptions and behaviors at play in most workplaces. Specific culture change strategies must be used to create meaning, build adoption of new behaviors and beliefs into everyday work life and create diffusion across networks of people who work together across boundaries. In this way, culture change can become part of every day adaptation and learning with breakthroughs in performance occurring as groups experiment in using different practices and behaviors together.

Pivotal groups such as the executive team, mid-level leaders, first-line management, HR/OD, change management and communications professionals need to understand how to shape culture by design. By collectively employing a common set of strategies and tactics, culture alignment will be more effective and can be accelerated. Strengthening culture change practices can then result in stronger leadership teams, improved agility, better performance, targeted resource allocation and a more accountable organization. That's what organizations that want to thrive and survive need.



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