

Assessing Your Organization's Culture

Tool to Use



Introduction

An organization's culture is a mélange of its physical workforce conditions, governance, metrics, practices, strategies, values, behaviors, goals, and performance. It is the essence of the organization's identity and it greatly impacts overall performance and success. Every organization's culture is unique. What works for one organization, or even one business unit, may not work for other organizations, or other entities within the same organization.

There are four basic types of cultures - collaborative, controlling, competing, and creative. Brandon Hall Group defines the culture types this way:

Collaborative

Open and friendly place to work where people share a lot of themselves. Leaders are incented to be mentors or support roles. Group loyalty and sense of tradition are strong. The organization places a premium on teamwork, participation and consensus.

Creating

A dynamic, entrepreneurial and creative place to work. Employees and leaders embrace innovation and risk-taking. A commitment to experimentation and thinking differently are incented within the organization. Leaders strive to be on the cutting edge. Individual initiative and freedom are encouraged.

Controlling

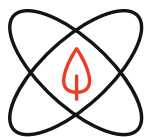
A highly structured and formal place to work. Rules and procedures govern behavior. Maintaining a smooth-running organization is incented. Stability, performance and efficient operations are the long-term goals. Success is based on dependable delivery, smooth scheduling, and low cost. Management supports security and predictability.

Competing

A results-driven organization focused on job completion. People are competitive and goal-oriented. Leaders are demanding, hard driving, and productive. The emphasis on winning is incented in the organization. Success means market share and penetration. Competitive pricing and market leadership are important.

If you believe that the culture in your organization needs to change or even transform, success depends on a deep understanding of the culture, as it currently exists, from the perspectives of the employers, employees, customers, and other constituents (like boards of directors). Plus, it requires a clear vision of what should change, what the goal of the change is, and how to get there. This requires executive buy-in and the creation of a detailed change management plan, complete with internal and external communications.

Because culture change is complex, Brandon Hall Group has devised this tool that allows you to look at your culture from different perspectives:



Foundations

Your organization's culture is dependent on basic building blocks that facilitate the way your organization attracts and retains talent. These foundations include a well-communicated business strategy, accountability at all levels, a progressive approach to technology, compensation and benefit strategies, work arrangements, safety and security, and corporate citizenship.



Opportunities and Growth

Includes items such as coaching and mentoring, continuous feedback, growth opportunities, internal promotion opportunities, rewards and recognition, personal development.



Collaboration and Innovation

Includes work environment, support systems, communication and collaboration channels.



Alignment and Results

Includes a talent acquisition strategy and onboarding strategy, a learning strategy linked to individual and organizational performance, setting performance expectations backed with continuous performance development.

For each category described on the previous page, we have included several descriptions or statements to rank your organization on a 5-point scale, with 1 the lowest and 5 the highest. Then, for any statement that you rank yourself at 3 or lower, we provide space for you to include some potential action steps to consider and perhaps discuss with other stakeholders within your organization.

Culture Foundations

►► Directions

To evaluate the effectiveness of the foundation for your organization's culture, rate each item below based on the extent to which they support the cultural direction and goals of your organization. **The rating is from 1 to 5, where 1 is low and 5 is high.**

After you finish rating each building block, for those areas with low ratings (1 to 3), identify action items/changes that are needed to improve those building blocks (next page).

Culture Foundations	1 Low	2	3	4	5 High
Well-communicated business strategy					
Organization-wide accountability					
Integrated HCM strategy					
Progressive technology strategy that promotes consistency, efficiency and flexibility and puts user experience at the center					
Compensation model that is competitive to meet organizational needs					
Benefits, wellness, and well-being philosophy and offerings					
Work arrangements that meet the needs of diverse and, when applicable, dispersed workforce					
Safety and security					
Corporate citizenship					

Culture Building Blocks that Need Improvement	Action Items Create action items for those practices that have a 1 to 3 rating.
Business strategy	1. _____ 2. _____ 3. _____
Accountability	1. _____ 2. _____ 3. _____
HCM strategy	1. _____ 2. _____ 3. _____
Technology strategy	1. _____ 2. _____ 3. _____
Compensation model	1. _____ 2. _____ 3. _____
Benefits, wellness, and well-being	1. _____ 2. _____ 3. _____
Work arrangements	1. _____ 2. _____ 3. _____
Safety and security	1. _____ 2. _____ 3. _____
Corporate citizenship	1. _____ 2. _____ 3. _____

Opportunities and Growth Practices

►► Directions

To help you get started on identifying practices that need improvement, Brandon Hall Group has compiled a sampling that contribute to your organization's culture. Rate each practice based on how effectively it is being implemented. The rating is from 1 to 5, where 1 is low and 5 is high.

After you finish rating each practice, for those practices with low ratings (1 to 3) identify action items/changes that would improve how your organization implements that practice and enhance your organization's culture (next page).

Practices	1	2	3	4	5
	Low				High
The organization consistently coaches to employees' strengths so they can fully realize their potential.					
The organization consistently provides employees with feedback to enhance their work performance.					
The organization offers growth opportunities to their employees for all function areas.					
The organization usually promotes from within to fill their open positions.					
The organization usually recognizes and rewards employee accomplishments (meaningful contributions – not just blockbuster achievements).					
The organization offers personalized learning opportunities.					

Opportunities and Growth Practices that Need Improvement

Action Items

Create action items for those practices that have a 1 to 3 rating.

The organization consistently coaches to employees' strengths so they can fully realize their potential.

1. _____
2. _____
3. _____

The organization consistently provides employees with feedback to enhance their work performance.

1. _____
2. _____
3. _____

The organization offers growth opportunities to their employees for all function areas.

1. _____
2. _____
3. _____

The organization usually promotes from within to fill their open positions.

1. _____
2. _____
3. _____

The organization usually recognizes and rewards employee accomplishments.

1. _____
2. _____
3. _____

The organization offers personalized learning opportunities.

1. _____
2. _____
3. _____

Collaboration and Innovation Practices

►► Directions

To help you get started on identifying practices associated with collaboration and innovation, we included several statements. Rate each statement based on how effectively it is being implemented. The rating is from 1 to 5, where 1 is low and 5 is high. After you finish rating each practice, for those practices with low ratings (1 to 3), identify action items/changes that would improve collaboration and innovation and your organization's culture (next page).

Practices	1 Low	2	3	4	5 High
The organization encourages working collaboratively.					
The organization provides an environment where employees evoke the best in each other.					
The organization provides an environment where employees trust each other.					
The organization provides an environment where employees support each other.					
The organization provides an environment where employees use their strengths to work cohesively, effectively.					
The organization provides an environment where managers and employees treat each other as partners.					
The organization provides an environment where employees treat customers as partners.					
The organization provides an environment that fosters thought leadership.					

Collaboration and Innovation Practices that Need Improvement

Action Items

Create action items for those practices that have a 1 to 3 rating.

The organization encourages working collaboratively.

1. _____
2. _____
3. _____

The organization provides an environment where employees evoke the best in each other.

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The organization provides an environment where employees trust each other.

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The organization provides an environment where employees use their strengths to work cohesively, effectively.

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The organization provides an environment where managers and employees treat each other as partners.

1. _____
2. _____
3. _____

The organization provides an environment where employees treat customers as partners.

1. _____
2. _____
3. _____

The organization provides an environment that fosters thought leadership.

1. _____
2. _____
3. _____

Alignment and Results

►► Directions

Rate these practices related to alignment and results. The rating is from 1 to 5, where 1 is low and 5 is high. For those practices with low ratings (1 to 3) identify action items/changes that would improve alignment and results in your organization. After you finish rating each practice, for those practices with low ratings (1 to 3), identify action items/changes that would improve alignment and results and improve your organization's culture (next page).

Practices	1 Low	2	3	4	5 High
The organization consistently sets expectations for employees in the areas of goals and objectives.					
The organization provides candidates with a great experience from recruitment, through interviewing, and offer extension.					
The organization takes time to onboard and orient the new hires to facilitate alignment with culture and shorten time-to-productivity.					
The organization encourages transparent communication.					
The organization's employees attract other great talent.					
The organization has a strong, organization-wide focus on performance results.					
The organization fosters an environment where there can be achievement of performance expectations.					

Alignment and Results Practices that Need Improvement	Action Items Only add action items for practices that have a 1 to 3 rating.
The organization consistently sets expectations for employees in the areas of goals and objectives.	1. _____ 2. _____ 3. _____
The organization provides candidates with a great experience from recruitment, through interviewing, and offer extension.	1. _____ 2. _____ 3. _____
The organization takes time to onboard and orient the new hires to facilitate alignment with culture and shorten time-to-productivity.	1. _____ 2. _____ 3. _____
The organization encourages transparent communication.	1. _____ 2. _____ 3. _____
The organization's employees attract other great talent.	1. _____ 2. _____ 3. _____
The organization has a strong, organization-wide focus on performance results.	1. _____ 2. _____ 3. _____
The organization fosters an environment where there can be achievement of performance expectations.	1. _____ 2. _____ 3. _____

About Brandon Hall Group

Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management.

With more than 10,000 clients globally and almost 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Authors And Contributors



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Our Services

GET HELP TO DRIVE RESULTS FOR YOUR TALENT

In today's volatile and global business climate, managing talent for high-performance plays an increasingly crucial role in an organization's growth and future success. Effective talent management is a top priority in organizations everywhere because, while organizations recognize the need to obtain and retain people with the very best skills, they continue to struggle to implement effective strategies to do so. HR and Learning professionals need to be able to successfully define organizational talents needs and skills, identify talent strengths and career goals, and align organizational needs to individual needs. Rethink your strategy, validate your assumptions, transform your business, and optimize your time with the use of reliable data, tools, and guidance.



PLAN



ATTRACT



DEVELOP



PERFORM



RETAIN



OPTIMIZE

GET HELP WITH YOUR HR SERVICES MANAGEMENT & DELIVERY

As described in the employee lifecycle, processes are linked to employee transactional processes (e.g., compensation, benefits, compliance, contingent workforce management, etc.) via workforce planning and analytics.

- Policies/Process/Procedure
- Payroll
- Expense Management
- Benefits & Compensation
- Contingent Workforce Management
- Compliance
- Time & Labor Management

Our Services (Continued)

GET CONSULTING HELP WITH...

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- Team Development
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- Organizational Structure
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At the core of our offerings is a Membership Program that combines research, benchmarking and unlimited access to data and analysts. The Membership Program offers insights and best practices to enable executives and practitioners to make the right decisions about people, processes, and systems, coalesced with analyst advisory services which aim to put the research into action in a way that is practical and efficient. Membership also provides you direct access to our seasoned team of thought leaders dedicated to your success, backed by a rich member community, and proactive support from our client services team.

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