How to Use Rigorous Culture Diagnosis to Build and Maintain a Culture of Integrity

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Some questions to start us off…

Do you have a way to assess culture in your organisation?

Some questions to start us off…

What themes do you use in your culture measurement?
What kinds of data do you use?

Some questions to start us off…

What kinds of data do you think you should use?
How culture forms

- Values
- Incentives
- Process
- Strategy

Experienced behaviours

Personal behaviours
You need to look at culture through more than one lens.

Three lenses on culture

- Sentiment
- Behaviour
- Performance
Uncovering insight

- Bureaucracy
  - Sickness
- Psychological safety
  - Innovation

Uncovering insight

Data in a silo can only ever be data...

...data out of the silo can create insight
Three lenses on culture

Sentiment

Behaviour

Performance

Twelve cultural dimensions

Voice | Safety | Clarity | Customer focus
-----|--------|--------|-----------------|
Participation | Autonomy | Purpose | Planning
Fairness / Trust | Support | Cohesion | Co-ordination
Behaviour is sticky

...and hidden
The culture diagnostic – method 1

<table>
<thead>
<tr>
<th>Strong teamwork</th>
<th>Long hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect</td>
<td>Blame</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Favouritism</td>
</tr>
<tr>
<td>Coaching / mentoring</td>
<td>Forever</td>
</tr>
<tr>
<td>Celebrating success</td>
<td>changing</td>
</tr>
<tr>
<td>Sharing ideas</td>
<td>Grapvine and whispers</td>
</tr>
<tr>
<td>Information sharing</td>
<td>Confusion</td>
</tr>
<tr>
<td>Recognition</td>
<td>Slow decision-making</td>
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<tr>
<td>Connected</td>
<td>Control</td>
</tr>
<tr>
<td>Inclusive</td>
<td>Job insecurity</td>
</tr>
<tr>
<td></td>
<td>Hierarchy</td>
</tr>
</tbody>
</table>

The culture diagnostic – method 1

Show you care

25%

Be yourself always

15%

Do what matters most

16%

Succeed together

23%

Our negative cultural traits

- Honest
- Irresponsible
- Complaining
- Relentless
- Encouraging
- Abusive
- Mean
- Foul language
- Bullying
- Inappropriate remarks
The culture diagnostic – method 2

Eaten by lions  Eaten by bears

The culture diagnostic in action

Perceived cultural cohesion

Key insights

- Communication
- Enablement
- Direction
- Agility

1/10 2/10 3/10 4/10 5/10

Company/Leadership Team Survey
The culture diagnostic in action

Cultural cohesion by division

Dispersion of culture by division

Communication

Enrollment

Key Insights:
- Agility
  - High contact surveys: High performance, high productivity, high innovation.
  - Low contact surveys: Low performance, low productivity, low innovation.
- Direction
  - High contact surveys: High alignment, high commitment, high engagement.
  - Low contact surveys: Low alignment, low commitment, low engagement.
- Enabling
  - High contact surveys: High support, high availability, high communication.
  - Low contact surveys: Low support, low availability, low communication.

Company/Leadership Team Survey

The culture diagnostic in action

Behavioural diagnostic

Stratified by values:
- Top 10:
  1. Customer
  2. Integrity
  3. Innovation
  4. Teamwork
  5. Quality
  6. Results
  7. Growth
  8. Profit
  9. Safety
  10. Respect

Stratified by division:
- Top 10:
  1. Regional
  2. Global
  3. Local
  4. National
  5. International
  6. Domestic
  7. International
  8. Local
  9. National
  10. Regional

Company/Leadership Team Survey
The culture diagnostic in action

Relationship between culture and engagement

Areas of cultural strength and weakness

Employee Stress Levels by division

Impact of culture on engagement by division

Key insights:
- High skill levels, moderate concerns, and job-related stress lead to employee disengagement.
- Moderate skill levels, low concerns, and job-related stress lead to neutral engagement.
- Low skill levels, high concerns, and job-related stress lead to low engagement.

Areas of strength:
- Strong communication
- Strong leadership
- Strong teamwork

Areas of weakness:
- Weak communication
- Weak leadership
- Weak teamwork

How colleagues describe Company’s culture:
- Many say the culture is innovative and forward-thinking.
- Some say the culture is focused on results and achievement.
- A few say the culture lacks clear direction and purpose.

Company Leadership Team Review
A culture of integrity – three critical behaviours

Voice
Fairness / Trust
Safety

A culture of integrity – three critical behaviours

Participation
Support
Cohesion
A culture of integrity – three critical behaviours

- Autonomy
- Voice
- Clarity

Group discussion

What data sources could you use to evidence these things?

Which of those data sources are available to you in your own organisation? If they’re not, discuss why
Key takeaways

Remember, culture is created in the interplay between personal and organisational behaviours.

There are three lenses you should use to examine your culture.

Connect your data sources, rather than leaving them in silos.

The three critical behaviours for a culture of integrity:
- Speaking up
- Decision making
- Accountability