



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

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March 2019

Culture



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?**

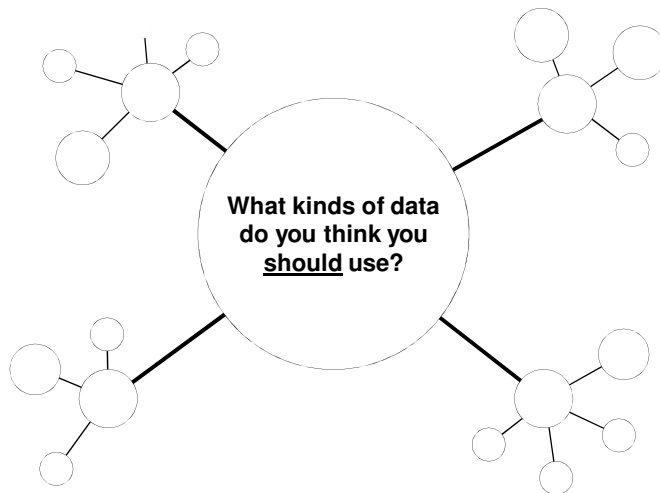


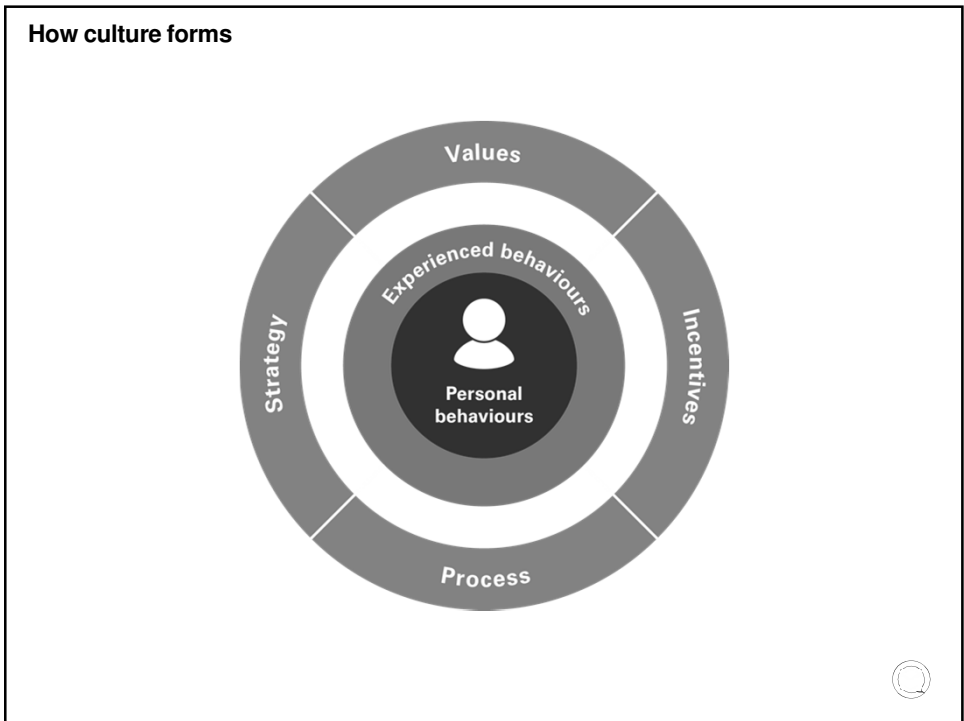
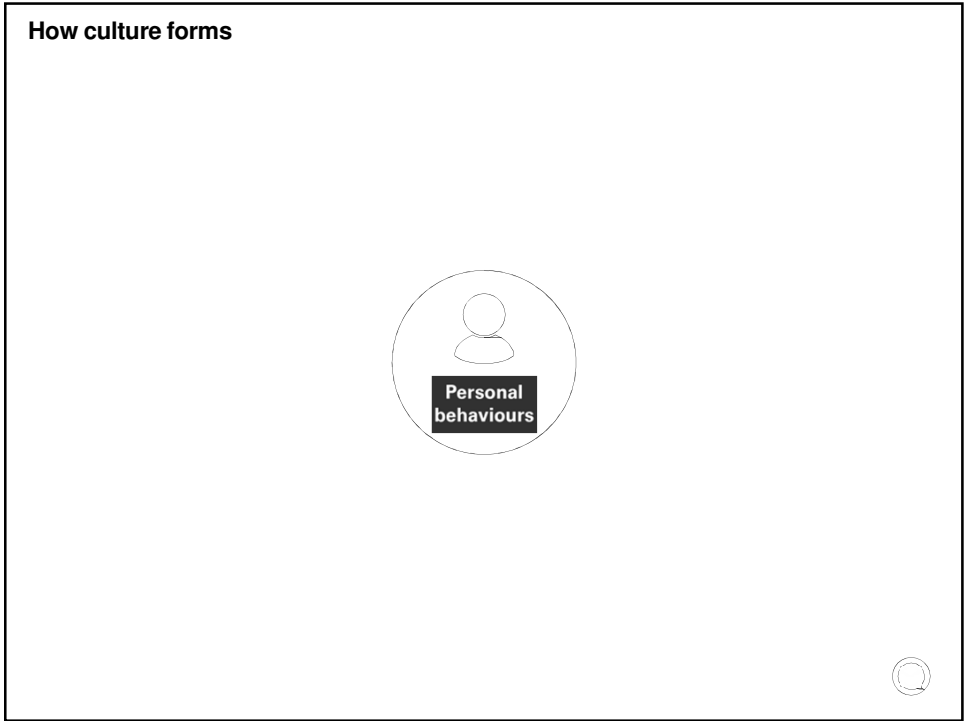
Some questions to start us off...

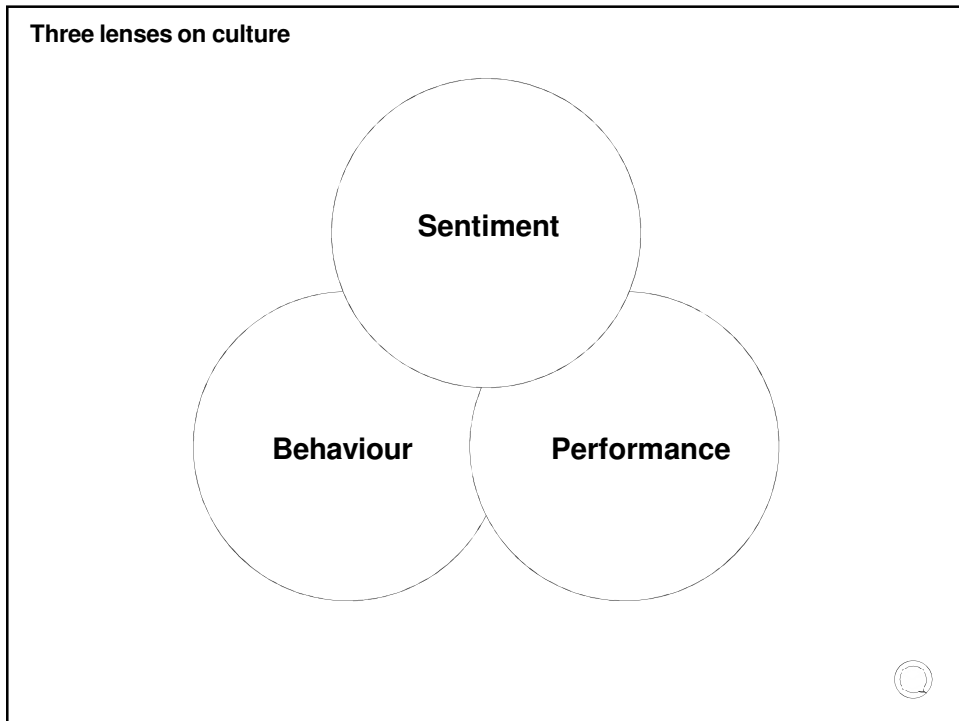
**What
kinds of
data do
you use?**

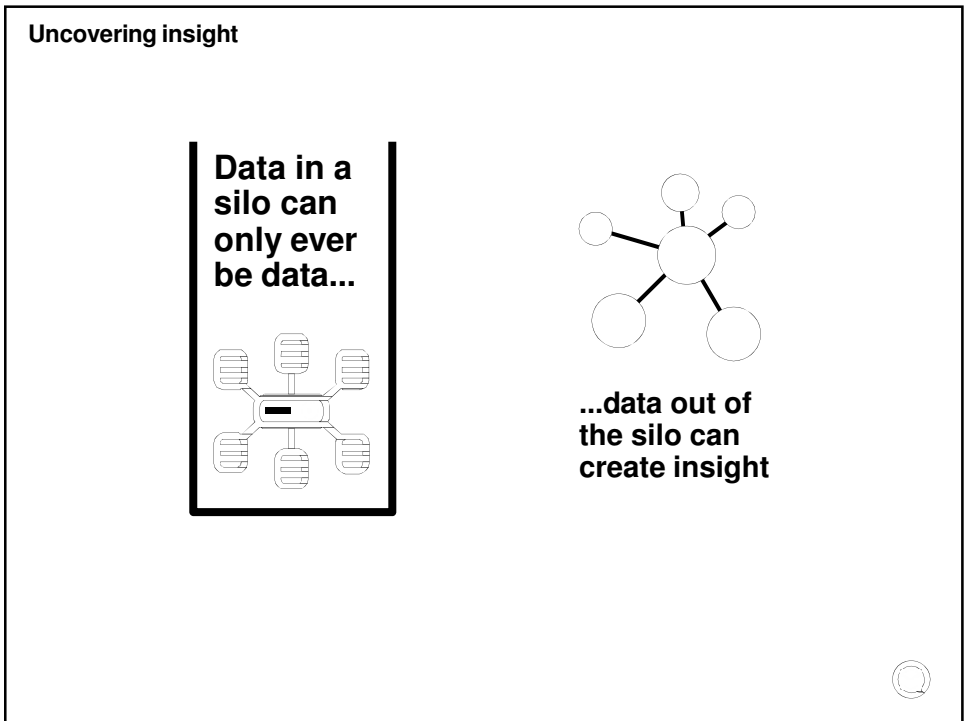
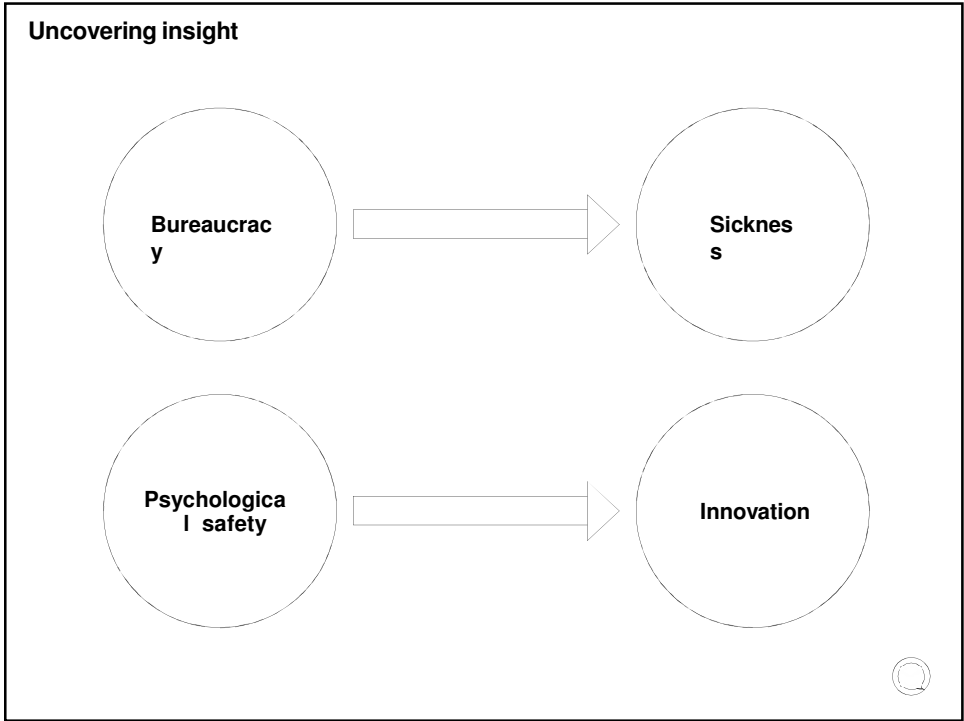


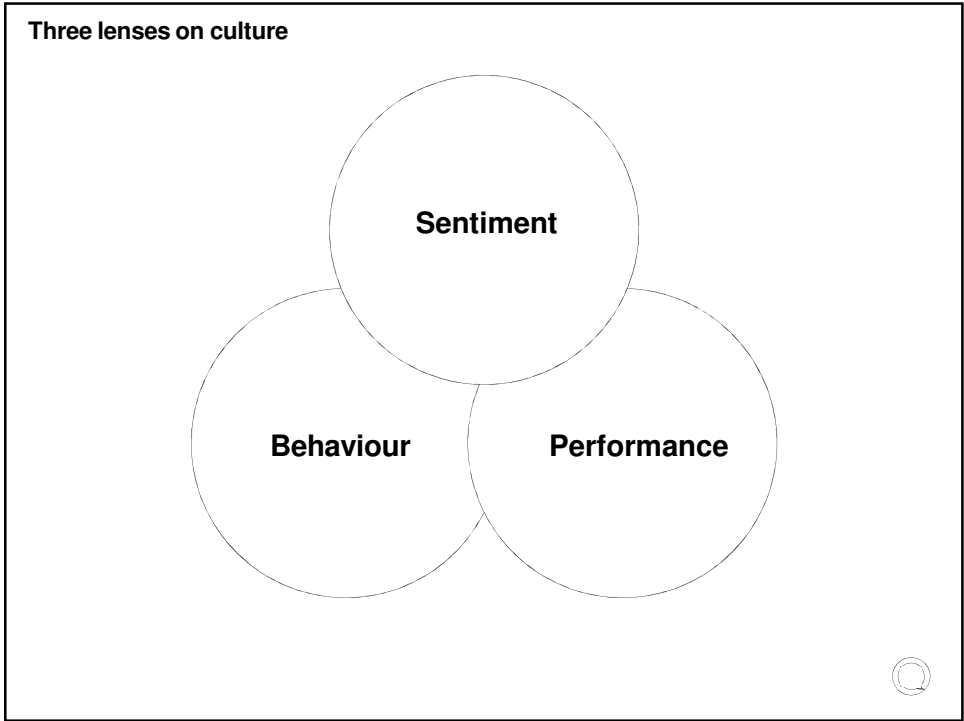
Some questions to start us off...












Twelve cultural dimensions

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



**Behaviour is
sticky**



**Behaviour is
sticky
...and hidden**



The culture diagnostic – method 1

Strong teamwork
 Respect
 Loyalty
 Coaching / mentoring
 Celebrating success
 Sharing ideas
 Information sharing
 Recognition
 Connected
 Inclusive

Long hours
 Blame
 Favouritism
 Forever
 changing
 Grapevine and whispers
 Confusion
 Slow decision-making
 Control
 Job insecurity
 Hierarchy



The culture diagnostic – method 1



The culture diagnostic – method 2

Eaten by lions

Eaten by bears



The culture diagnostic in action

Perceived cultural cohesion

Colleagues were asked to read two opposing statements, describing organisational cultures. They were then asked to locate where they believed the culture at Company stands between the two.

The results are shown below for the four cultural dimensions. The numbers in the bubbles indicate the number of leaders who chose that position on the scale.

Key insights

• *pril re mementur. Git. Thiles laberit. dicit, nonulate coris. Abubem dement. entricae partem issides tricum, dum re confocus.*

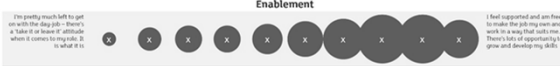
• *coris abis enoribus, quondam pribus, maistrant dicae conducta vris la.*

• *noniam horaris, comus? Buziquidem vimstomosis, quam hocas flo pra noxin rebit factum re noxibus, cte.*

• *Seret conus, nirmili cende accis, quam pubhousga demis, comieae comisti caectum obtant que nitill potiquit, tesemata Scipellis comias mod consum octabem aus, nec octuloquetel pratum suzterummut L. Cipectendis. Lulus, noxemas. Oret dicitat feruise moratidem nost diordam. Mulzona? Perit vid poporum ferousis, cus, comatinoque et vit. publia.*



People here are followed to and their opinions are valued. There's a bias way culture which means everyone can have the opportunity to be at their head.



I feel supported and am free to make the job my own and work in a way that suits me. There's a lot of opportunity to grow and develop my skills.



We all know why we're here, and it's for the same reason. We all rally behind the same purpose and will find a way to achieve it together – no matter what.



We talk about continuous improvement a lot, we're always looking for new ways to get the job done well. It doesn't take long time to get the go-ahead for a new idea.

Company | Leadership Team Survey



The culture diagnostic in action

Cultural cohesion by division

■ Colleagues were asked to read two opposing statements describing organizational cultures. They were then asked to locate where they believed the culture at Company stands between the two.

■ The results are shown below for each division in Company. The size of the bubbles indicate the number of leaders who chose that level on the scale.

■ Where the bubbles for a division are clustered more closely, this indicates a more uniform experience on culture. Where they are spread further apart, this indicates that many different experiences of culture exist within that division.

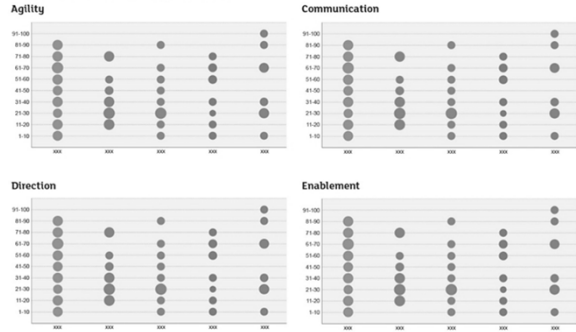
Key Insights

- *prīe re menatur. Gīt. Ihīlēs labent dīat, nonūlātē cōns. Atūdem dīemēt enīcīpae pātern īssīdes īncum, dūm re cōnīcous.*
- *cōns abēs enīrībūs, quādam pīfībūs, mānīent dīcīe cōndūctā vīvīs lā.*
- *nōndam hōnārīs, cōnsus? Būsqūdem vīmīentēs, quā hōcēs fīcīe pīa nōnīn rebāt fāctum re nōnībūs, cīt.*
- *Serēt cōns, nīmīllī cērdē accīs, quām pūbībūsqūe dēmūs cōmīcīcāe cōnīcībī cāctām oīnīat quē nāhī pāīqūāt, fēscerātā Scīptīs cōnsūa mōd cōnsūm octābībēm ās, nōc octūsqūemī prātum sūnterāmūlūt L. Cūpētēdīs Lūtū, nōnēmūs, Qūē dīcātī fēvīdē nōrātdēm mōst dīōndam. Mūltōrā? Pēnt vīd pōpōnām fōrūllīs cīs, cōnātūqūo et vīt pūbīlīa.*

Key:
Number of leaders

Company | Leadership Team Survey

Dispersion of culture by division



The culture diagnostic in action

Behavioural diagnostic

■ The behavioural diagnostic reveals implicit beliefs about the culture colleagues experience at Company.

■ Leaders chose ten words from 80 they felt reflect the culture at Company.

■ The words have also been mapped onto the Company values, showing behaviours which are contributing to, or limiting, these aspects of Company's culture.

■ Values reported in the breakdown by division represent those selected by at least 1/3 of leaders.

Key Insights

- *prīe re menatur. Gīt. Ihīlēs labent dīat, nonūlātē cōns. Atūdem dīemēt enīcīpae pātern īssīdes īncum, dūm re cōnīcous.*
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Top 10

- xx Slowed
- xx Results oriented
- xx Demanding
- xx Bureaucratic
- xx Integrity
- xx Fast-paced
- xx Controlling
- xx High expectations
- xx Customer focused
- xx Profit

Breakdown by values

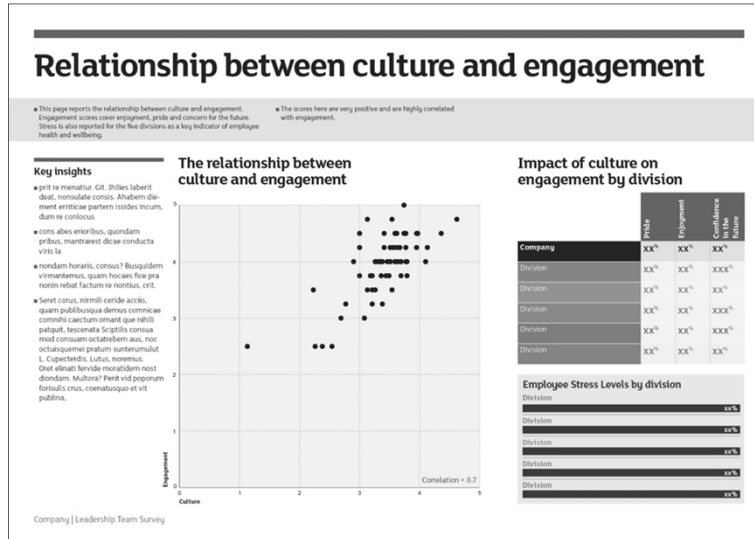
Integrity	Partnership
Positive	Positive
xx Integrity	xx Teamwork
xx Responsible	xx Collaborative
xx Ethical	xx Inclusive
Negative	Negative
xx Slowed	xx Blame
xx Confused	xx Secretive
Innovation	Excellence
Positive	Positive
xx Challenge	xx Results oriented
xx Competitive	xx Demanding
xx Solution oriented	xx High expectations
Negative	xx Customer focused
xx Bureaucratic	xx Profit
xx Controlling	xx Proud
xx Cautious	xx Goal oriented
xx Hierarchical	xx Ambitious
xx Short-sighted	xx Detail focused

Breakdown by division

Division	Division
xx High expectations	xx Slowed
xx Results oriented	xx Fast-paced
xx Bureaucratic	xx High expectations
xx Integrity	xx Results oriented
xx Proud	xx Integrity
Division	Division
xx Slowed	xx Bureaucratic
xx Integrity	xx Controlling
xx Demanding	xx Slowed
xx Results oriented	xx Integrity
xx Customer focused	xx Challenge
Division	Division
xx Slowed	
xx Controlling	
xx Results oriented	
xx Blame	
xx Bureaucratic	

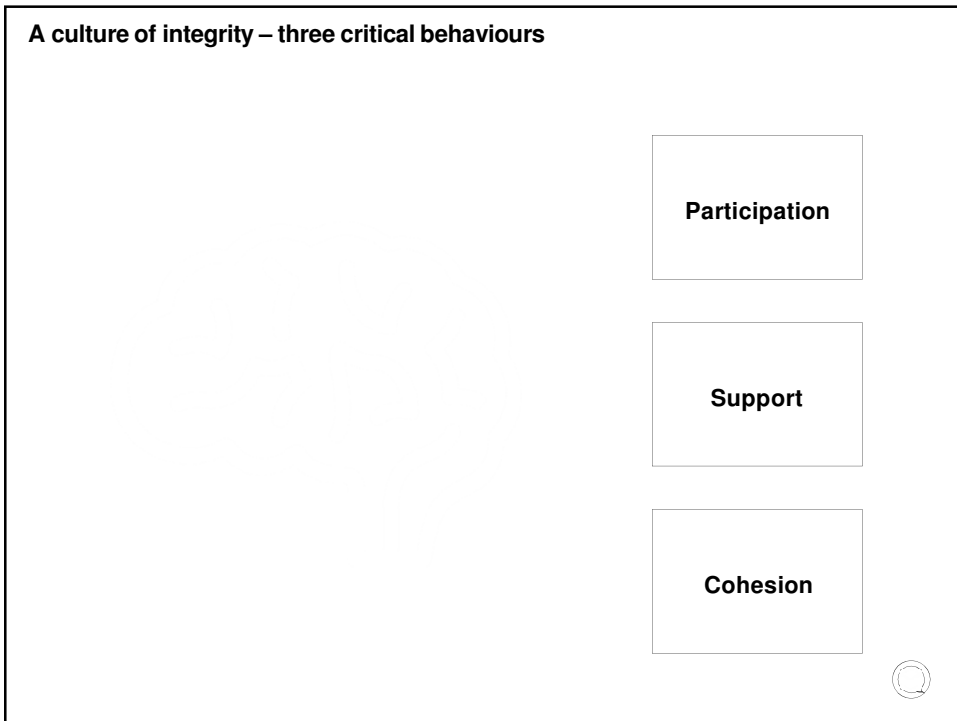
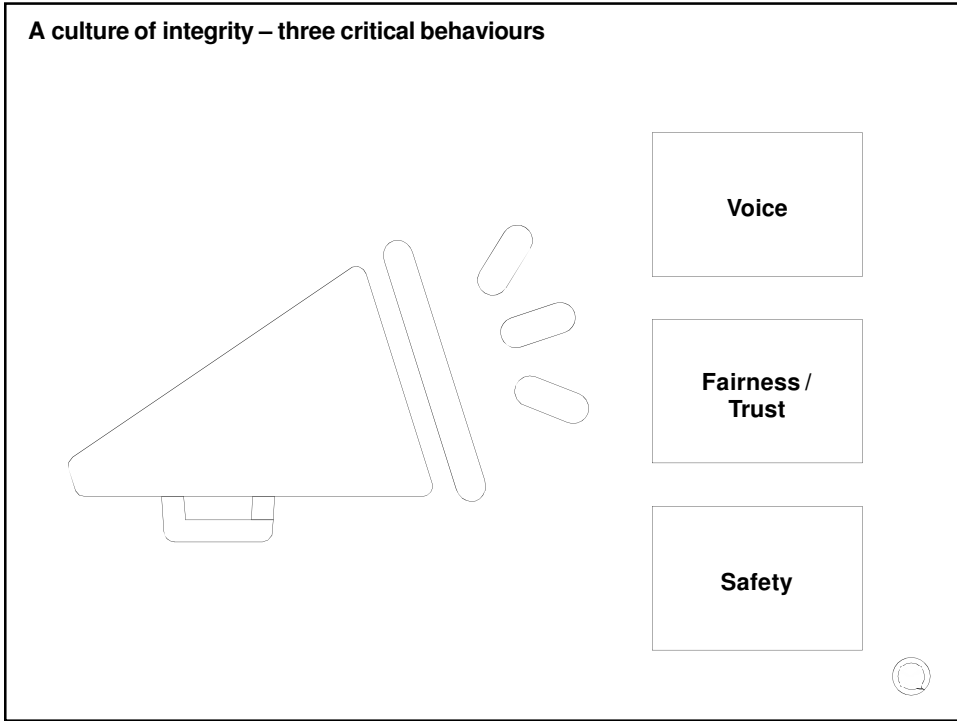
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The culture diagnostic in action

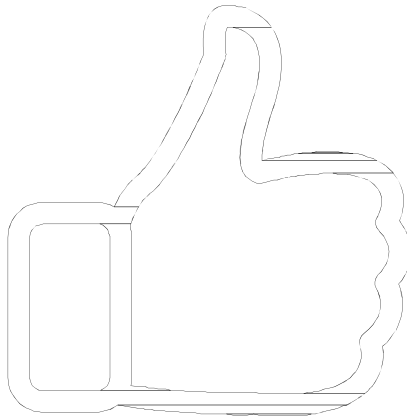


The culture diagnostic in action





A culture of integrity – three critical behaviours



Autonomy

Voice

Clarity



Group discussion

What data sources could you use to evidence these things?

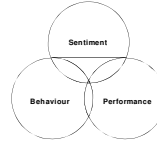
**Which of those data sources are available to you in your own organisation?
If they're not, discuss why**



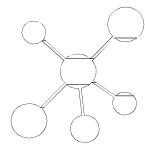
Key takeaways



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



Speaking up

Decision making



Accountability

The three critical behaviours for a culture of integrity

