

Demo Report



Culture Snapshot

Culture Snapshot
Revolutionizing Leader Onboarding

New Leader

September 1, 2021

The *Culture Snapshot*...

- Tells you, as a new leader:
 - The current reality of the performance climate of your operation;
 - The extent to which perspectives about the performance climate are aligned;
 - Where to focus to improve performance.
- When: Findings can be presented to you as early as your first week in the role.
- Engages you and your key stakeholders in assessment of the:
 - Organization's strategy and goals;
 - Adaptability to constantly changing demands;
 - Involvement of the right people in tackling issues, in the right way;
 - Ability to create and implement scalable, sustainable change.

The Denison Culture Model

What does high performance look like?

The **Denison Model** links organizational culture to performance metrics through the four traits of Mission, Adaptability, Involvement and Consistency. In reading the results, “More Color is Better”.

ADAPTABILITY

Pattern, Trends,
& Market

Are we listening to the marketplace?

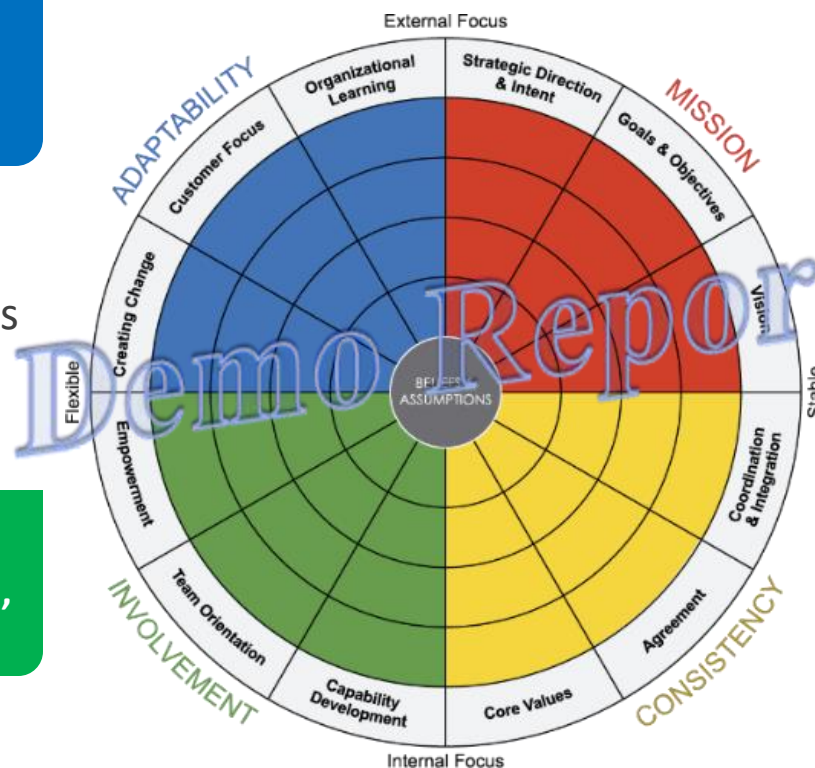
Translate the demands of the environment into action

INVOLVEMENT

Commitment, Ownership,
& Responsibility

Are our people aligned and engaged?

Build human capability, ownership, and responsibility



MISSION

Direction, Purpose,
& Blueprint

Do we know where we are going?

Define a meaningful long-term direction

CONSISTENCY

Systems, Structures,
& Processes

Does our system create leverage?

Define the values & systems, the basis of a strong culture

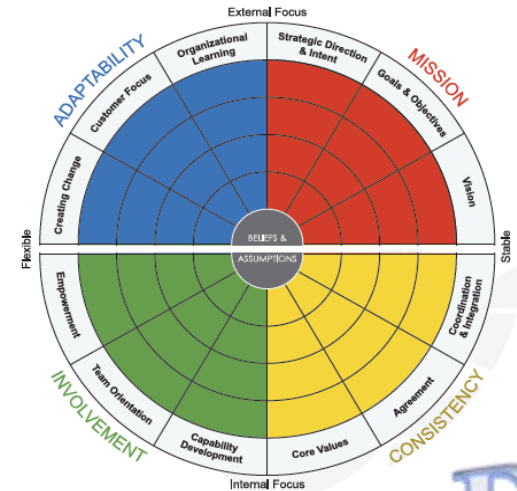
The Denison Culture Model

Dynamic Tensions

External vs. Internal Focus

Externally focused organizations have strong Adaptability and Mission traits and tend to have the ability to grow as they meet the current and future needs of the marketplace.

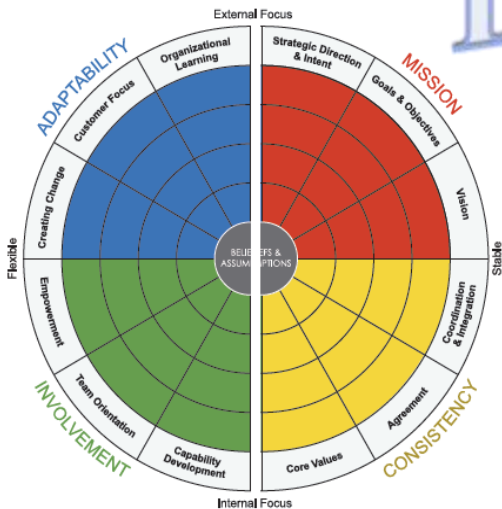
Internally focused organizations have strong Involvement and Consistency traits and typically have efficient operating performance, higher levels of quality and increased employee satisfaction.



Flexible vs. Stable

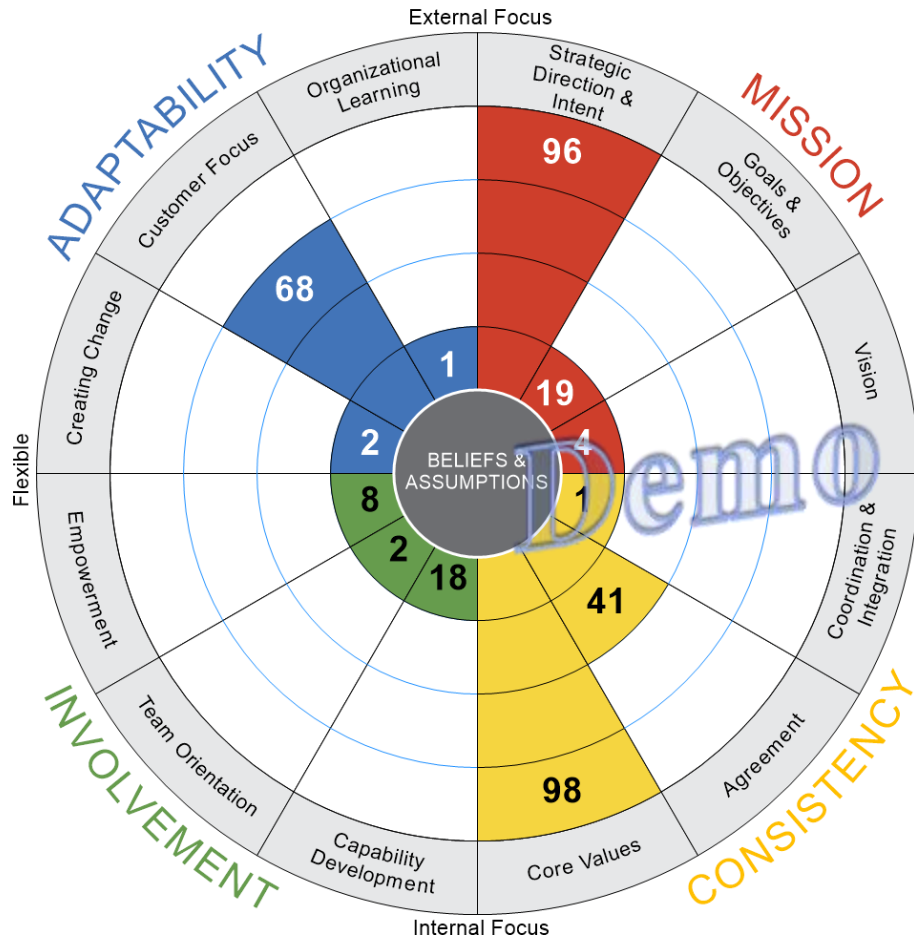
Flexible organizations are strong in Adaptability and Involvement traits and can change quickly in response to their environment.

Stable organizations are strong in Mission and Consistency and tend to be predictable and focused on their mission.



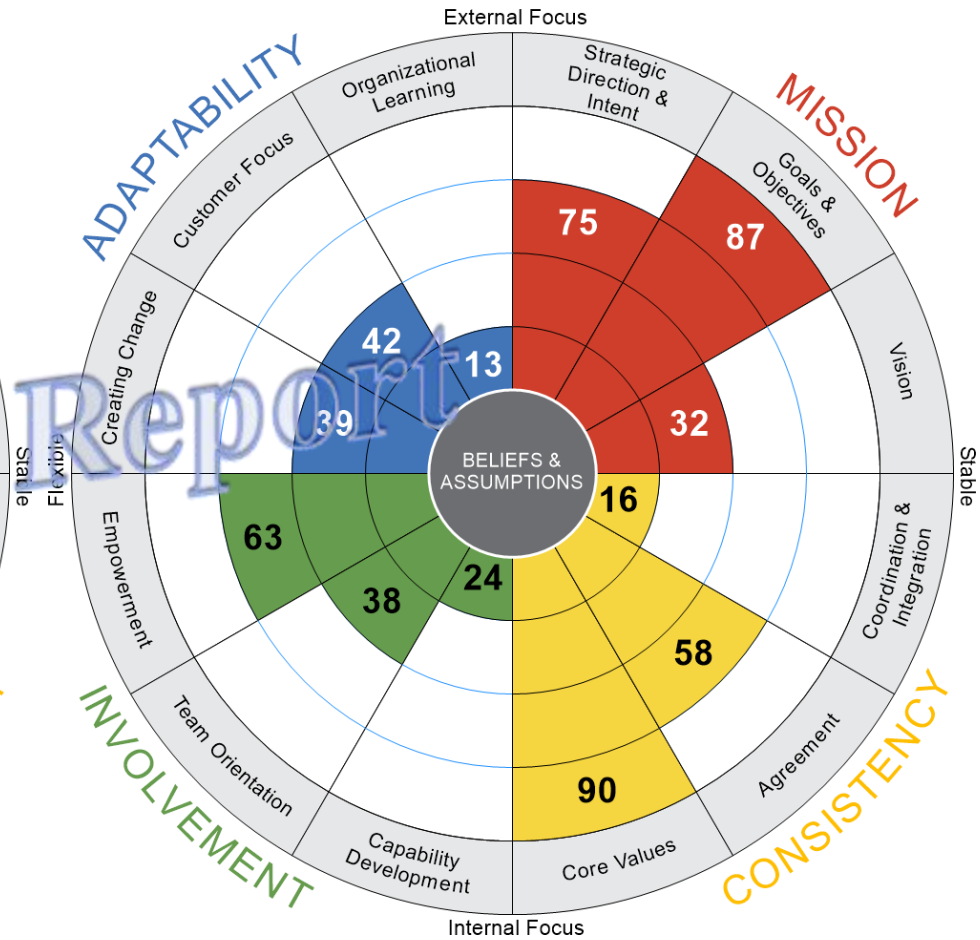
New Leader vs. Combined Others

New Leader



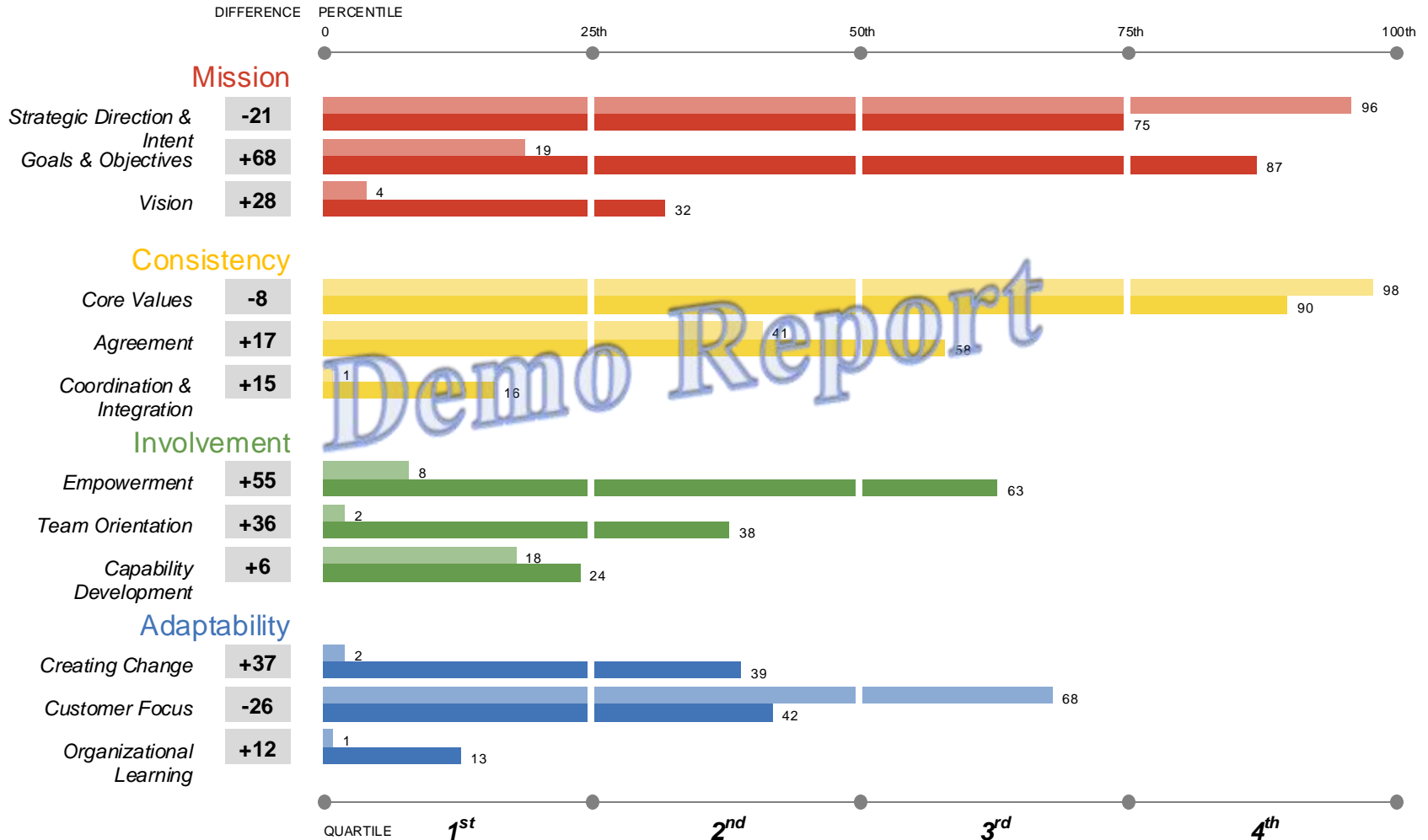
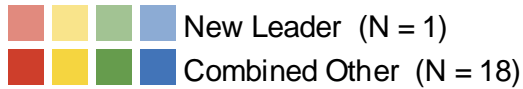
N = 1

Combined Other

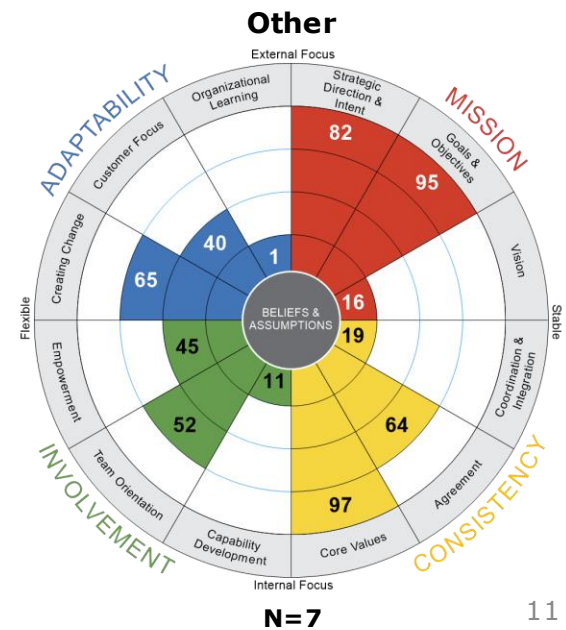
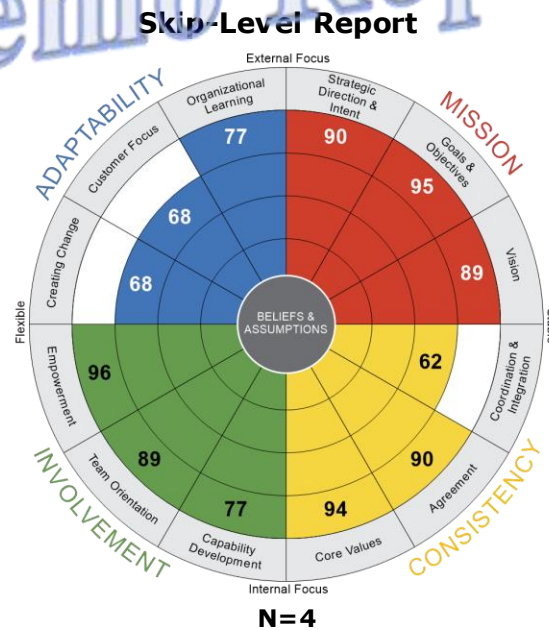
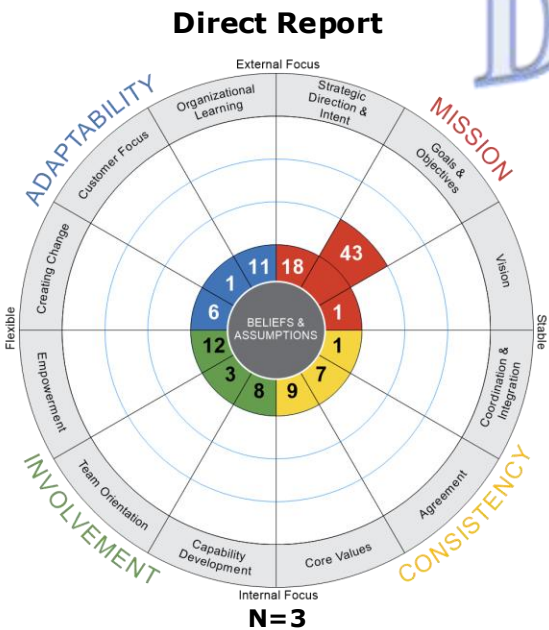
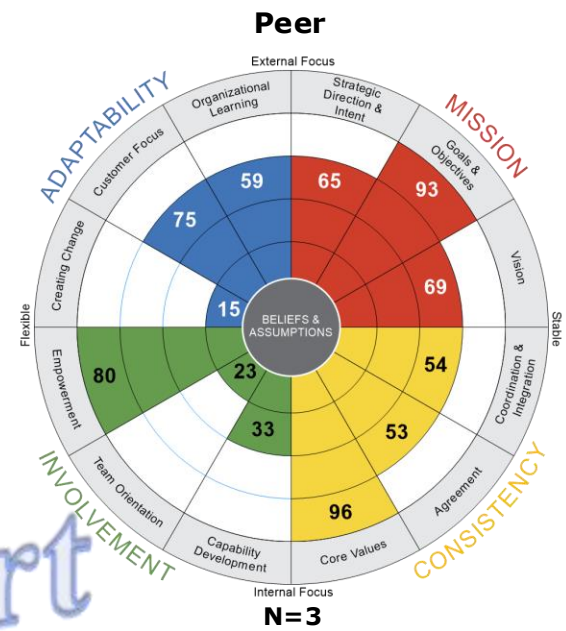
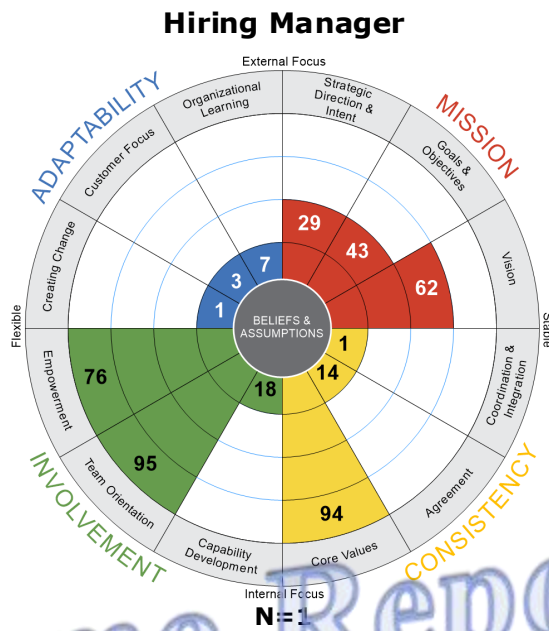
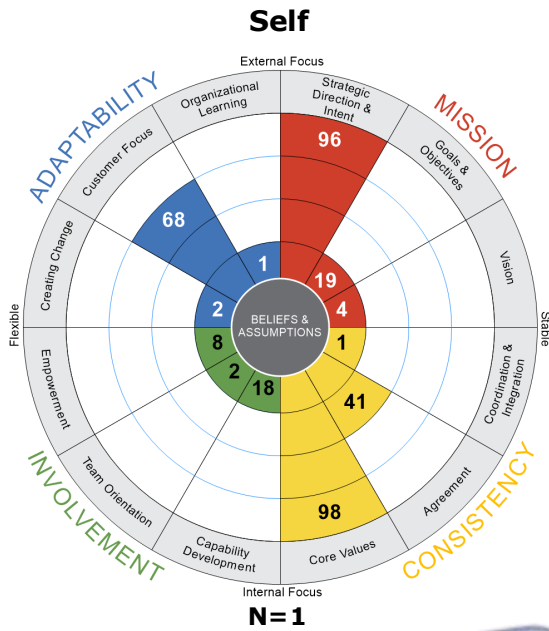


N = 18

Roll-Up Gap Report



Comparison by Rater Group



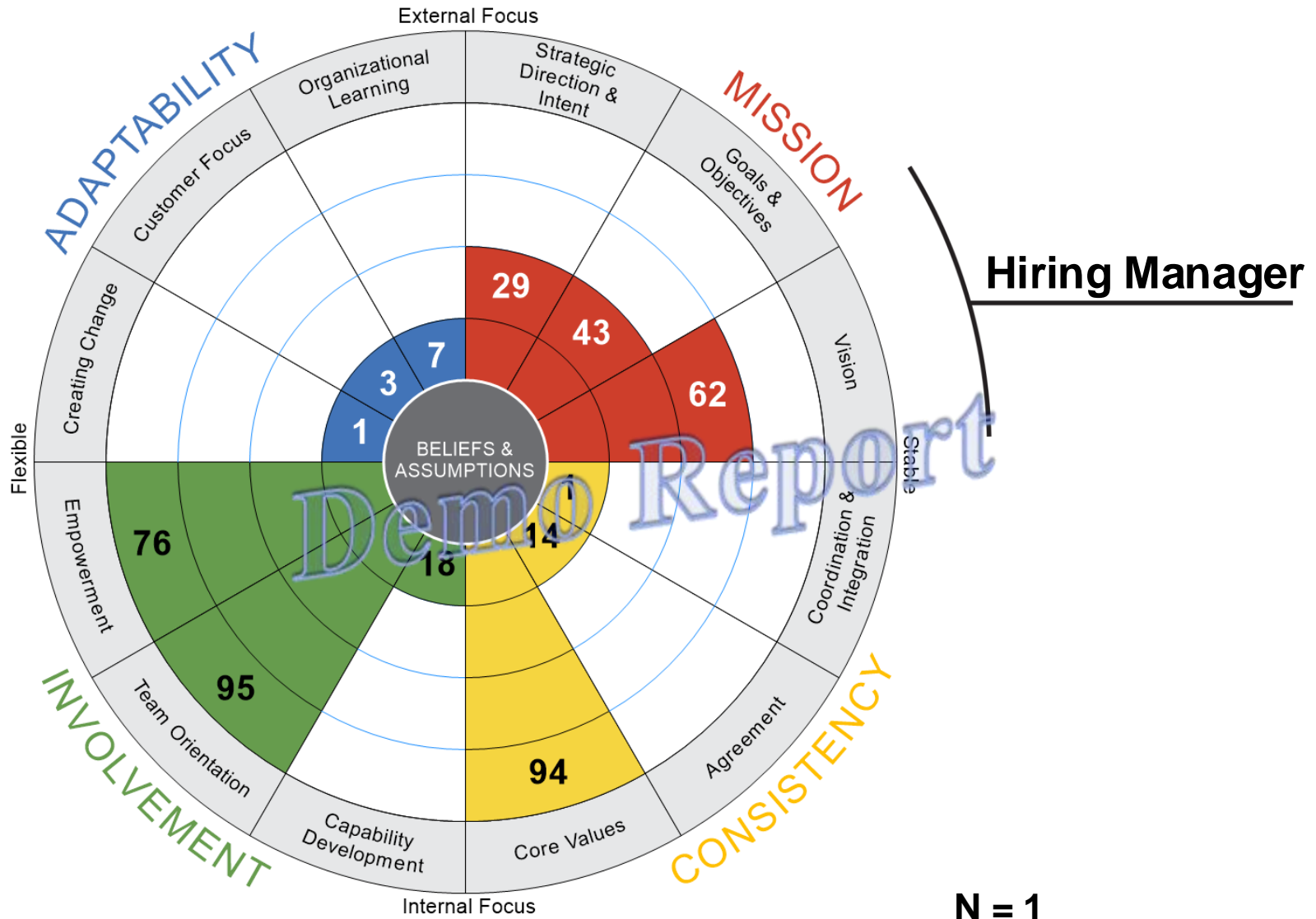
Demo Report

This report is not to be shared with the Team (or other stakeholders)

What is the most important thing for this New Leader to learn about the culture/performance climate in their operation?

- I think it is still under development and that we have been working toward a more formal approach and method for measuring performance.
- The inter-workings and dynamics of our leadership team and how decisions are made. It is not always a culture that encourages open debates.
- Like most others our culture is slow to change. We have gone through extensive growth and will continue to do so. We have a culture of high performance, and should always be challenged to do better.

Demo Report



Hiring Manager's report is not to be shared with the Team (or other stakeholders) without the express consent of the Hiring Manager

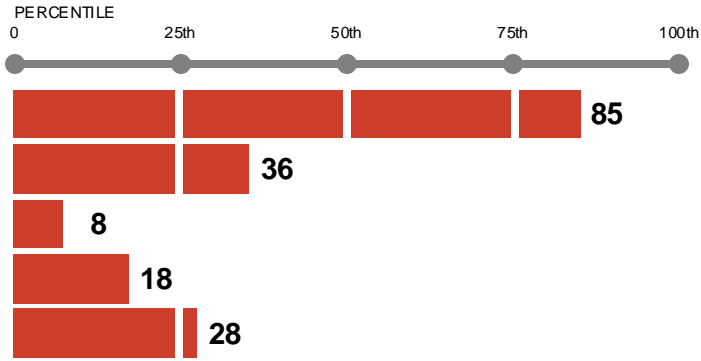
Mission

Hiring Manager

In this organization...

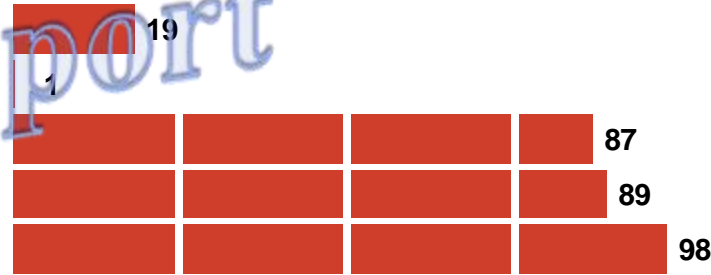
Strategic Direction & Intent

- There is a long-term purpose and direction.
- Our strategy leads other organizations to change the way they compete in the industry.
- There is a clear mission that gives meaning and direction to our work.
- There is a clear strategy for the future.
- Our strategic direction is unclear to me.*



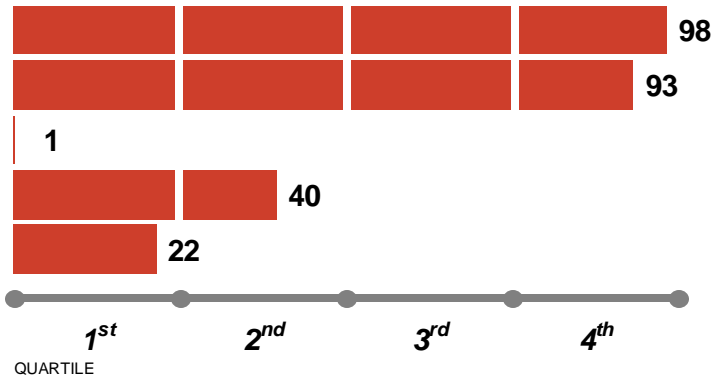
Goals & Objectives

- There is widespread agreement about goals.
- Leaders set goals that are ambitious, but realistic.
- The leadership has clearly stated the objectives we are trying to meet.
- We continuously track our progress against our stated goals.
- People understand what needs to be done for us to succeed in the long run.



Vision

- We have a shared vision of what the organization will be like in the future. +
- Leaders have a long-term viewpoint.
- Short-term thinking often compromises our long-term vision.*
- Our vision creates excitement and motivation for our employees.
- We are able to meet short-term demands without compromising our long-term vision.



Understanding Low Scores and *Potential Levers for Change*

The *Potential Levers for Change* is a tool to help you and your team better understand the meanings behind your *Snapshot* scores. With that understanding in hand, you can plan actions to take on the most important issues revealed by your *Snapshot*.

- Identify your areas of greatest interest/concern using the *Making Sense of Our Snapshot Findings* worksheet (page 2 in the Team Action Section);
- Using the *Levers for Change* (following pages), explore the possible connections between quadrants, factors, scores and root causes;
- Identify options for action that are likely to have the most meaningful impact on the performance climate of your operation;
- Work with your team to narrow the list and focus your efforts;
- Measure and test the impact of actions against their intended results;
- Adjust actions based on outcome metrics and feedback;
- Continuously act, measure and test, and adjust. Celebrate success.

**Mission
Quadrant Survey
Item**

**What a Low
Score May Mean**

Potential Levers for Change

Vision

1. We have a shared vision of what the organization will be like in the future.

- Our operation does not currently have a cohesive vision of our future state.
- The environment and marketplace are in flux, and employees are uncertain how today's vision applies to the future.
- Our operation has not communicated what it will look like in the future.

- With your leadership team, create a clear vision (purpose and mission). Cascade that vision down through your operation using an iterative process.
 - Gain input, alignment and ownership at each level;
 - Translate to language relevant for each level;
 - Repeat yourself often when it comes to vision. (Say it is the rationale for XX action.)
- Articulate short-term and long-term perspectives for your operation. Clearly communicate those perspectives and their relevance to today's (and tomorrow's) environment and marketplace.
- Cascade the vision: Communicate the vision throughout your operation using an iterative process:
 - Start with your senior leaders and develop talking points;
 - Train their direct reports in the use and communication of the vision and talking points;
 - Translate talking points to language appropriate for each level, and detail how it impacts them;
 - Gain input, alignment and ownership at each level;
 - Continue to communicate the vision, even when it feels ad nauseum.

Demo Report

**Adaptability
Quadrant Survey
Item**

**What a Low Score
May Mean**

Potential Levers for Change

Organizational Learning

1. We view failure as an opportunity for learning and improvement.

- We focus our priorities and actions on creating success - through standard operating procedures - and may punish those who step outside of standard procedures.

- We have a culture that expects perfection.

- We are so challenged to perform at needed levels, and have such a strong sense of urgency, that we don't see failure as an option, much less an opportunity for learning and improvement.

- Seek to understand why standard procedures are in place. Identify which still serve the organization, and what may be holding the organization back.
 - Conduct a "Stop, Start, Continue" analysis and adjust procedures accordingly;
 - Create performance and rewards systems for your operation that, while holding employees accountable for performance, allow for failure around innovation and change.

- Leaders model desired behavior by acknowledging their own shortcomings and celebrating "mistakes".

- It's not what happens that matters, as much as how resiliently we respond to what happens:
 - In every successful project, there can be many failures. The key is to acknowledge them early, and take lessons and course-correct as needed;
 - A "forced march" can lead to tragic mistakes - check periodically to be sure that we are understanding the implications of a chosen direction (and, indeed, choosing to take that direction);
 - Tying a series of challenges together may take away our ability to recover from the cumulative impact of failure - try to discern where true interconnections exist, and where we can uncouple components to allow better adaptation to changing requirements/circumstances.

Demo Report

<i>Involvement</i> Quadrant Survey Item	What a Low Score May Mean	Potential Levers for Change
Empowerment		
<p>1. Information is widely shared so that everyone can get the information he or she needs when it's needed.</p>	<ul style="list-style-type: none"> ▪ Assumptions are made that everyone “knows” the context; and understands reasons for corporate or operational decisions and actions. ▪ Information is shared on a “need to know” basis only. ▪ We may have an operation that is culturally Introverted, and we don't recognize (or underestimate) the importance of communicating with others across (or down) the organization. 	<ul style="list-style-type: none"> ▪ Share not only decisions, but also the reasons and thought processes behind those decisions, and the link to strategic goals. Gauge whether long tenure breeds a sense of the “obviousness” of context. ▪ Try to understand why information is shared on a “need to know” basis. <ul style="list-style-type: none"> ▪ Differentiate between real concerns versus “sacred cows.” Identify other characteristics of the culture that can limit communication (“that’s the way we’ve always done it”); ▪ Work with your leadership team to create a more open and sharing environment; ▪ Understand that how your team reacts to failure will directly influence others’ willingness to take risks. ▪ Learn more about our Introverted style and its impact: <ul style="list-style-type: none"> ▪ Have the Extroverts on your team talk about their experiences trying to obtain information from more Introverted people; ▪ Have the Introverts talk about how they feel when others demand more information than they are comfortable sharing; ▪ Repeat the process with key stakeholders to your operation, emphasizing recognition that they have legitimate need for more information (and, if possible, in advance of when they may potentially need it); ▪ Help those who demonstrate a more Introverted leadership style understand that, in order to meet the communication needs of others, they may need to do what feels like “over-communication”.

Consistency Quadrant Survey Item	What a Low Score May Mean	Potential Levers for Change
Core Values		
1. The leaders and managers “practice what they preach”.	<ul style="list-style-type: none"> ▪ Employees see leaders and managers acting differently than those leaders ask their employees to behave. ▪ Our leaders and managers don’t follow through on their commitments. ▪ Definitions of behaviors and actions are not aligned, causing employees to believe leaders and managers don’t “practice what they preach” (while leaders and managers believe they are behaving and executing consistently). 	<ul style="list-style-type: none"> ▪ Don’t just talk about needed actions and decisions, demonstrate congruence between how you say people should behave and what you, as a leader, actually do (or don’t do). Ask your leadership team to hold each other (including you) accountable for that behavioral consistency as well. ▪ There may be very good reasons why leaders don’t implement initiatives or deliver on promises. If that is the case, be sure that the gaps between commitment and execution are communicated (to the extent possible, based on complicating circumstances such as budget cuts or layoffs). ▪ Create and communicate common definitions for expected behaviors and actions. Check continuously for alignment of expectations and hold each other accountable.