

Culture Snapshot

**New Leaders Drive
Higher Performance, Faster**



Culture Snapshot
Revolutionizing Leader Onboarding

Which Results are You Expected to Drive?

Transformation EBITDA
Strategic Alignment
High Performance
Resilience
M&A Success
Profitability
ROE
Quality
Market Share
ROI
Talent Retention
Capability Development
Sales Growth
Safety
Engaged & Productive Employees
Satisfied Customers
Culture Evolution

Stop and Consider: Which Pivotal Moments Are You Experiencing?



The Denison Culture Model

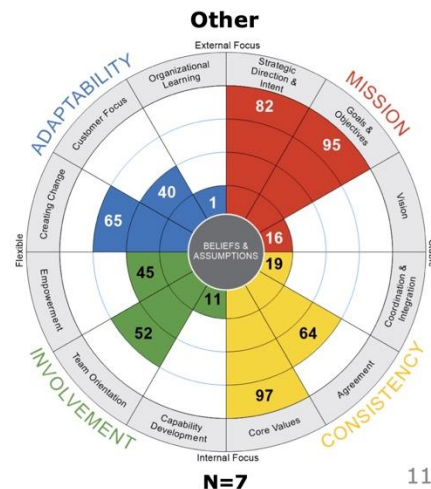
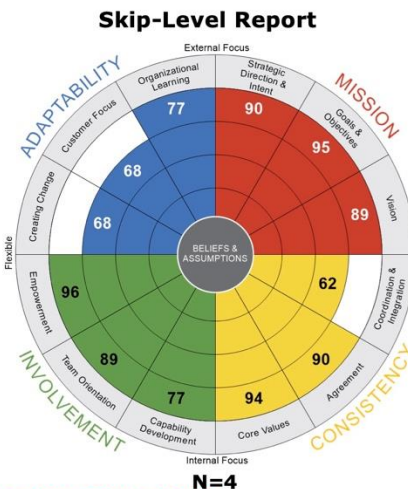
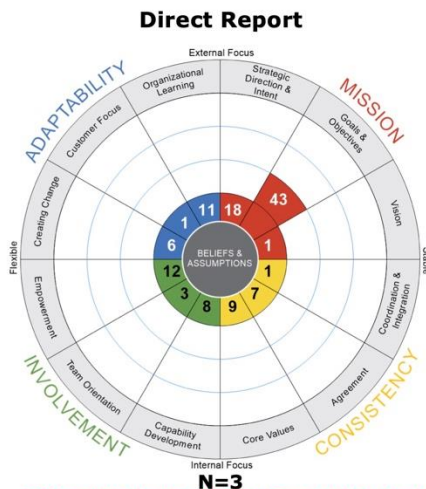
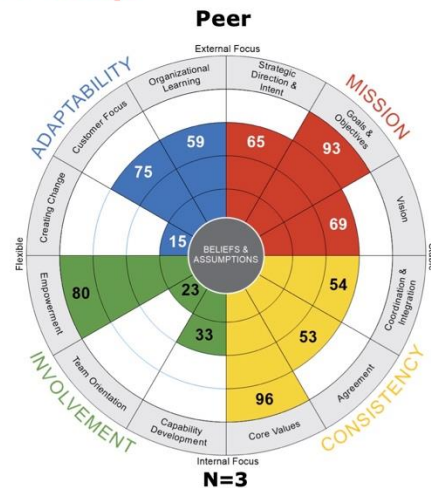
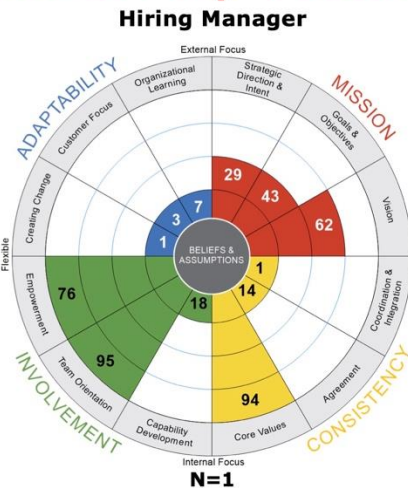
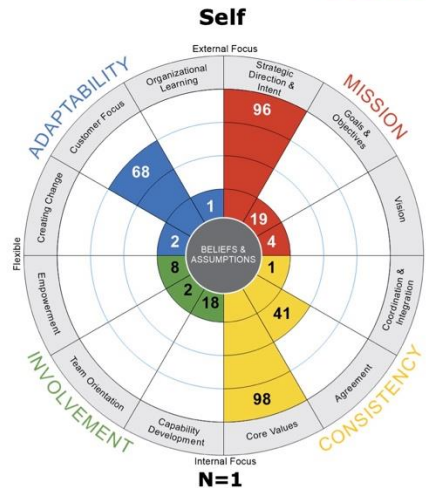
What does high performance look like? (Reminder: More color is better)



What *Culture Snapshot* Delivers

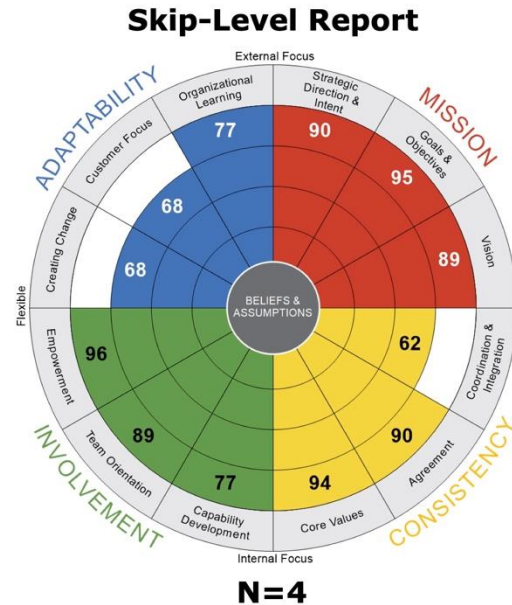
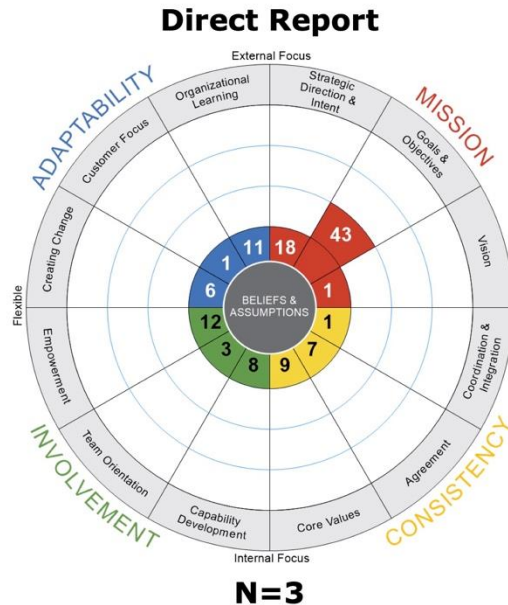
- **Rapid navigation** of new operation
- Data-driven insight into **performance gaps**
- Targeted focus to **drive needed outcomes**
- Performance climate and accountabilities **owned by entire team**

Comparison by Rater Group



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

Your Team's Performance is Unsustainable



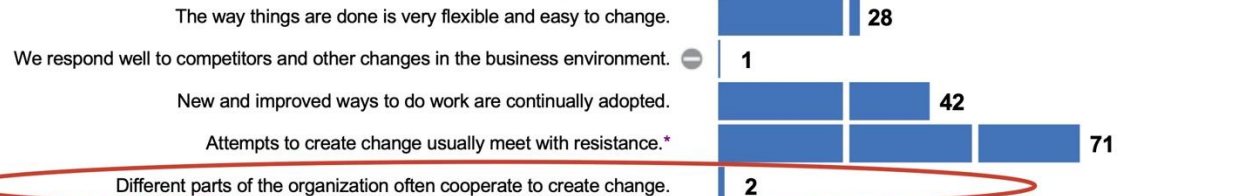
- Direct Reports have been under great duress.
- They're sacrificing for Skip-Level success.
- Your challenge: Evolve a culture where all can thrive.

Adaptability

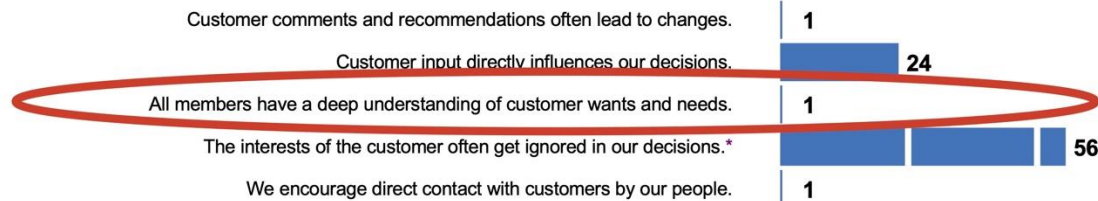
Direct Report

In this organization...

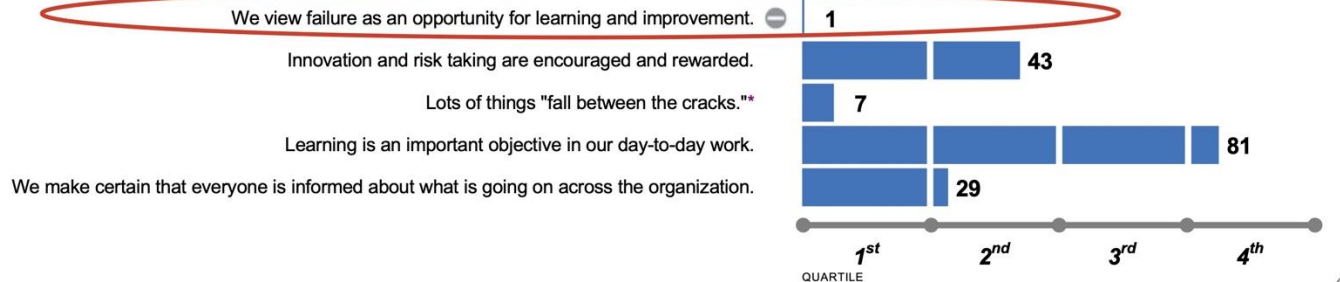
Creating Change



Customer Focus



Organizational Learning



Area of greatest concern

What to do about it

Adaptability Quadrant Survey Item	What a Low Score May Mean	Potential Levers for Change
Customer Focus		
1. Customer input directly influences our decisions.	<ul style="list-style-type: none"> ▪ The past success and/or internal focus of the organization reduces the influence of the customer's needs and wants. "We know what the customer wants and needs." ▪ We may not listen to and/or take lessons learned by our employees as they serve our customers. 	<ul style="list-style-type: none"> ▪ Identify ways for your operation to "invite in" the voice of the customer. ▪ Have employees ask their family and friends what creates an outstanding customer experience, and be sure to learn about what causes less-than-satisfactory customer experiences; ▪ Compare and contrast responses and ask employees to identify how this information changes their decision making and actions; ▪ Have teams create business cases for change based on this information; ▪ Take action based on the results. ▪ Survey or hold focus groups with customer-facing employees to learn "the good, the bad and the ugly". Identify needed changes and take action.
	<ul style="list-style-type: none"> ▪ We risk losing focus if we respond to each and every customer want/request. ▪ Our customers don't understand the complexity of our business. While customer satisfaction is important, profitability is also. 	<ul style="list-style-type: none"> ▪ Be clear on the mission and vision of the organization. Use those as well as the organization's values as a filter to determine the viability of the response. Conduct a risk analysis and create a business case that demonstrates the advantages of acting as well as the risk of not responding to the customer want/need/request.

New Leaders Deserve a Head Start

- Hear from those **essential to success**
- **Insights shared early** to magnify impact
- Leader and team **achieve the right outcomes**
- The **foundation for high performance** is set