The Ultimate Guide

TO BUILDING AN

ALL IN
Organizational Culture

Workplaces that offer training programs, including stress management, see up to a 60% reduction in absences. -SHRM

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Welcome to the **"Ultimate Guide to Building a Thriving Organizational Culture"** from The Culture Works®. This guide provides essential tools, strategies, and insights to help you build and nurture a thriving organizational culture. Whether you are a business leader, corporate executive, HR professional, or team manager, this guide will equip you with the knowledge and resources needed to enhance performance and foster an work environment where team members are "all in."

Building a thriving organizational culture is a crucial element that sets successful organizations apart. Research shows strong and healthy cultures impact employee engagement, productivity, innovation, and overall business performance. It influences how employees interact, make decisions, and contribute to its success. In short, culture is the beating heart of an organization.

Culture sets the tone for the entire organization, shaping behaviors, attitudes, and values. Employees who share a common purpose and believe in the organization's mission and vision become more motivated and engaged. A thriving organizational culture creates a positive work environment that attracts and retains top talent. It fosters a sense of belonging, trust, and teamwork, leading to improved collaboration and higher employee satisfaction. Employees who feel valued, supported, and encouraged will go above and beyond to contribute to the organization's success.

A strong culture also acts as a guiding force, aligning employees' actions and decisions with the organization's core values and strategic goals. It provides a framework for decision-making, enabling employees to make choices that align with the overall direction. This alignment enhances efficiency, minimizes conflicts, and drives the organization toward its objectives.

A thriving culture positively impacts customer satisfaction.

A thriving culture also positively impacts customer satisfaction. Employees who are passionate about their work and who genuinely care about the organization's goals will deliver exceptional customer experiences. Excellent service will, in turn, lead to customer loyalty and advocacy, ultimately driving business growth and profitability.

Organizational culture is no longer just a nice-to-have element but a critical driver of success. By intentionally building and nurturing an "all in" culture, you create an environment where employees can thrive, performance excels, and the organization achieves its goals.

Decoding Organizational Culture

Organizational culture refers to the shared values, beliefs, behaviors, and norms that shape an organization's social and psychological environment. It represents an organization's "way things are done" and influences how employees interact, make decisions, and perceive their work. Culture is an organization's collective identity and embodies its personality. Culture is the foundation for employee engagement and performance. Understanding the components and significance of workplace culture allows you to decode and leverage your organization's culture to create an engaged and successful workplace.

The building blocks of culture include:

- **Values** are the fundamental principles and beliefs that guide the organization's actions and decisions. They serve as a compass, shaping the behavior and attitudes of employees. Values reflect what the organization stands for and how employees interact with each other and their customers. Some of the most common corporate values include integrity, innovation, teamwork, customer-centricity, and continuous learning.

- **Behaviors** are the specific, observable actions and conduct exhibited by employees within the organization that are based on values. Behaviors can range from how employees communicate and collaborate to how they handle conflicts or make decisions. When behaviors align with the desired cultural values, they contribute to a positive and thriving culture.

- **Rituals** are symbolic practices and routines that reinforce an organization's culture. They can be formal or informal and often serve as cultural milestones or traditions within the organization. Rituals can include regular team meetings or formal events, recognition ceremonies, or even casual activities like celebrations or volunteer events. They help create a sense of belonging and promote cultural continuity.

Organizational culture plays a crucial role in fostering employee engagement and driving performance. When employees feel connected to the culture, they are more likely to be engaged in their

work, motivated to contribute their best efforts, and aligned with the organization's goals. A positive culture inspires a sense of purpose and meaning, leading to higher job satisfaction and commitment.

Culture also influences employee behaviors and attitudes. For instance, a culture that promotes open communication, collaboration, and trust can enhance teamwork, knowledge sharing, and problem-solving. On the other hand, a toxic culture or one that is not defined can hinder productivity, create conflict, and impede innovation.

Organizational culture also impacts talent attraction and retention. A strong culture that aligns with employees' values and provides a supportive work environment can attract top talent and encourage them to stay with the organization. Culture is the most effective way to build an employer-of-choice brand.

Evaluating Your Culture

To evaluate your organizational culture, you can utilize various assessment tools that provide valuable insights. Here are three commonly used assessment methods:

- **Engagement Surveys** are a widely employed tool for culture assessment. They involve distributing online or paper questionnaires to employees to gather perceptions, attitudes, and experiences related to the organization's commitment to its culture. Surveys can analyze various topics such as values-alignment and communication, leadership, and collaboration effectiveness. Surveys provide quantitative data to be analyzed and identify trends and patterns.

- **Focus Group Interviews** allow for in-depth conversations with employees, managers, and leaders to gain qualitative insights into the organizational culture. Conducting structured interviews can help uncover individual experiences, perceptions, and observations about the culture. Interviews provide rich, nuanced information that complements survey data and offers a deeper understanding of cultural dynamics.

- **Observational Methods** involve directly observing and documenting organizational behaviors, interactions, and practices. These methods can include participating in leadership and team meetings and conducting workplace walkthroughs. Observations provide valuable firsthand information about the actual behaviors and practices in the organization, helping to validate or challenge perceptions.

It is important to follow an organized approach when conducting a meaningful culture assessment:

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- **Set Clear Objectives:** Clearly define the objectives of the assessment. What specific aspects of the culture do you want to evaluate? Are there particular areas of concern or improvement?

- **Choose Appropriate Tools:** Select the assessment tools that align with your objectives. Decide whether surveys, focus group interviews, observational methods, or a combination will provide the most relevant and comprehensive insights. Consider factors such as the size of your organization, available resources, and the depth of information you seek.

- **Gather and Analyze Data:** Implement the chosen assessment tools and collect data from employees at various levels. Ensure confidentiality and anonymity to encourage honest responses. Once data is collected, analyze it to identify trends, patterns, and areas of strength or improvement. Look for gaps between desired and actual culture.

The assessment process should uncover cultural gaps and areas for improvement. By analyzing the data collected, you can identify aspects of your culture that may not align with desired values or behaviors. Look for inconsistencies between employee perceptions and organizational goals. Pay attention to areas where the culture may help or hinder employee engagement, collaboration, or performance.

Identifying cultural gaps allows you to pinpoint specific areas where interventions or changes are needed. It provides a roadmap for developing strategies to align the culture more closely with the desired state. Look for opportunities to strengthen values, enhance communication channels, improve leadership practices, or foster a more inclusive and supportive environment.

Remember that cultural change is continuous, and addressing cultural gaps requires ongoing effort. By regularly evaluating your culture and identifying areas for improvement, you can create a culture that evolves and adapts to meet the changing needs of your organization and employees.

Next, we will explore strategies for designing, implementing, and maintaining a thriving organizational culture based on the insights gained from the assessment process.

Examples of using observation to assess organizational culture:

- **Workplace Environment:** Assess the physical workplace environment and its impact on culture. An observer can document office layout, seating arrangements, and collaborative spaces. They can also note the presence of symbols,

artifacts, or visual cues that reflect the organization's values and beliefs. For example, observing an open office layout where people are actively using common areas may indicate a culture that values collaboration and transparency.

- **Communication Patterns:** Assess patterns of communication flow within the organization. Observers can attend formal meetings and oversee workplace interactions to gauge how information flows, decisions are made, and how individuals interact. They can note the level of participation, the degree of openness in discussions, and the presence of any hierarchical barriers to getting information that is needed. Observing meetings where all voices are heard with active engagement and respectful dialogue confirms a culture that values transparent and inclusive communication.

- **Leadership Behaviors:** Assess leadership behaviors and their impact on the culture. Observers can shadow leaders or conduct one-on-one observations and conduct interviews with direct reports to witness how leaders interact with employees, provide feedback, and make decisions. They can note whether leaders demonstrate behaviors aligned with the organization's stated values and whether they actively promote a positive and inclusive work culture. For example, observing a leader who consistently recognizes and appreciates employee contributions may indicate a culture that values gratitude and values its people.

- **Team Dynamics:** Discover insights into team dynamics and collaborative practices. Observers can spend time with various teams to observe how they work together, handle conflicts, and make decisions. They can note whether teamwork is encouraged and supported, whether there is mutual respect and trust among team members, and whether diverse perspectives are valued. For instance, observing a team where members actively seek input from each other, listen attentively, and leverage diverse skills and perspectives may indicate a culture that values teamwork.

- **Organizational Rituals:** Assess the presence and impact of organizational rituals. Observers can document and participate in rituals such as team-building activities, celebration or recognition events, or regular meetings. They can note the level of employee participation, the enthusiasm displayed, and the alignment of rituals with the organization's values. For example, observing a ritual where employees gather to celebrate achievements and share stories that exemplify the organization's core values may indicate a culture that emphasizes appreciation and a sense of shared purpose.

Organizations using these methods of assessment will gain valuable insights into the day-to-day behaviors, practices, and interactions that shape their culture. These observations can complement other quantitative methods, providing a more holistic understanding of the organizational culture and identifying areas for improvement.

Designing an Ideal Culture

Set the Foundation

- **Mission and Vision Alignment:**
Designing an ideal culture begins with
aligning the organizational mission
and vision with the desired culture.
Mission and vision statements should
reflect the core purpose and aspira-
tions of the organization. When the
culture aligns with these guiding
statements, it creates a sense of
direction and purpose for employees,
fostering a shared commitment to
organizational goals.

- **Establishing Core Values:** Core values are the guiding principles shaping the
desired culture. They define the behaviors, attitudes, and beliefs the organization
and its team members consider essential. Establishing core values involves iden-
tifying the fundamental principles that align with the mission and vision. Core
values should be clear, concise, and easily understood by employees, providing a
framework for decision-making and behavior within the organization.

Develop Behavioral Standards

- **Defining Desired Behaviors:** It is essential to articulate and define the desired
behaviors that align with the core values. These behaviors should reflect the orga-
nization's expectations for how employees interact, collaborate, and conduct
themselves. Clearly defining desired behaviors provides a roadmap for employees,
guiding their actions and ensuring consistency across the organization.

- **Ensuring Measurability and Observability:** It is essential to make the desired
behaviors measurable and observable. Measuring allows tracking and assessing
the extent to which employees embody those behaviors. Measurable behaviors
can be tied to performance metrics, and leaders can assess observable behav-
iors through feedback, performance evaluations, or peer observations. Organiza-
tions can reinforce and reward behaviors that align with the desired culture by
making behaviors measurable and observable.

Foster Inclusivity

- **Promoting Diversity, Inclusion, and Belonging:** Organizations should actively
encourage diversity in demographics, backgrounds, perspectives, and experiences.

Hiring managers can achieve diversity through inclusive recruitment practices, training programs, and a work environment that values and respects differences.

Inclusion involves creating a sense of belonging and ensuring all voices are heard and valued. It requires establishing inclusive policies, practices, and communication channels. Organizations should encourage open dialogue, actively seek diverse perspectives, and create opportunities for collaboration and engagement. By fostering inclusivity, organizations cultivate a culture that celebrates diversity, respects individual contributions, and encourages a sense of belonging. Diversity enhances employee engagement and satisfaction and fuels innovation, creativity, and organizational performance.

Implementing Cultural Change

Clear, consistent and transparent communication helps team members at all levels.

Alignment with Business Goals

Aligning cultural change efforts with the organization's overall business goals and strategies is crucial. Cultural change should support and reinforce the organization's strategic direction. This alignment ensures that the desired culture contributes to achieving business objectives and enhances the organization's competitive advantage.

The Role of Leadership in Driving Culture Change

Leadership actions play a pivotal role in driving culture change within an organization. Leaders serve as role models and change agents, influencing behaviors, shaping norms, and setting the tone for the desired culture. Their actions and behaviors should consistently reflect the cultural values and behaviors they want to instill in the organization by:

- **Articulating the Vision:** Leaders must communicate the vision or the desired culture and the reasons behind the change. They should inspire and motivate employees by explaining how the new culture aligns with the organization's purpose and how it will benefit individuals and the organization.

- **Leading by Example:** Leaders must embody the desired cultural behaviors and consistently demonstrate the values and behaviors they expect from others. Leading by example creates credibility and builds trust, encouraging employees to embrace cultural change.

- **Empowering Employees:** Leaders should empower employees to participate in the culture change process. They should encourage open dialogue, solicit feedback, and involve employees in decision-making related to cultural initiatives. Rewarding employees who lives the new change encourages others to be more likely to embrace and drive cultural change.

Effective Communication of Cultural Changes

Effective communication is essential when implementing cultural change. Clear, consistent, and transparent communication helps team members at all levels understand the reasons for the change, the expected outcomes, and their role in the process. It also addresses concerns, builds trust, and creates a shared understanding of the new cultural expectations.

- **Regular (or Over) Communication:** Leaders should provide frequent updates and progress reports to inform employees about cultural change initiatives. Updates can be communicated through town hall meetings, team meetings, email updates, or internal communication platforms such as an intranet or dedicated online sharing channels.

- **Two-Way Communication:** Encourage employees to share their thoughts, concerns, and ideas regarding cultural change. Create avenues for open dialogue, such as feedback sessions, surveys, or dedicated communication channels. Actively listen to employee perspectives and address their questions or concerns.

- **Storytelling and Reinforcement:** Use storytelling techniques to communicate the desired cultural values and behaviors. Share success stories and examples that exemplify the new culture. Recognize and celebrate individuals or teams who embody the cultural change, reinforcing the desired behaviors.

Training and Development Programs Aligned with Cultural Values

Training and development programs play a crucial role in supporting cultural change efforts. Learning programs should be aligned with the cultural values and behaviors the organization has established and give employees a chance to understand how the changes will impact their daily work. Effective programs provide employees with the necessary knowledge, skills, and mindset to embrace and embody the new culture. Leaders should provide:

- **Culture Integration:** Integrate cultural values and behaviors into existing training programs (especially onboarding) and develop new programs specifically focused on the desired culture. Workshops, seminars, and e-learning modules

can give employees insights into the new culture and practical strategies for incorporating desired new behaviors into their daily work.

- **Leadership Development:** Development programs can emphasize the importance of correct leadership behaviors aligned with the desired culture. These programs can equip leaders with the skills to inspire cultural change within their teams.

- **Ongoing Learning and Reinforcement:** Cultural change is an ongoing process. Leaders and team members will need continuous learning opportunities that reinforce the desired culture. Programs can include coaching, mentoring, monthly podcasts or reminders, refresher courses, or online communities of practice where individuals can share experiences and learn from one another.

Effective communication should be ongoing, transparent and two-way.

Aligning training and development programs with cultural values helps organizations build the necessary capabilities and empower employees to embrace and sustain culture change.

Examples of effective communication strategies for cultural change:

- **All-Hands Meetings:** Regularly scheduled gatherings allow leaders and employees to discuss cultural change. These meetings provide an opportunity to share updates, clarify misconceptions, and address questions or concerns—as well as share stories of success and reward those embracing new behaviors. Town hall meetings foster transparency, create a sense of unity, and allow for open dialogue between leadership and employees.

- **Team Meetings and Huddles:** Team meetings and huddles are an effective place to communicate cultural change messages within a close-knit group. Team leaders can discuss the importance of specific aspects of the cultural change, provide examples of desired behaviors in the team, and encourage members to share their thoughts and experiences related to the change. This approach allows for more personalized communication and encourages team members to take ownership of the cultural change process.

- **Email Updates and Newsletters:** Regular email updates or newsletters can keep employees informed about the progress of the cultural change. These communications can include success stories, examples of employees embodying the desired culture, and reminders of the behaviors that align with the new culture. Email updates and newsletters provide a consistent and accessible channel for communication, ensuring that employees stay engaged and informed.

- **Intranet and Internal Communication Platforms:** The organization's intranet or internal communication platforms can be used to share information about the cultural change. Dedicated sections or channels can also be created where

employees can access resources, read articles, or watch videos explaining cultural change. These platforms can also facilitate employee discussions related to cultural change.

- **Storytelling and Visuals:** Storytelling techniques and visual materials can communicate the desired cultural values and behaviors. In addition to sharing stories of individuals or teams who have embraced the new culture and achieved positive outcomes, leaders can use infographics, posters, and videos to highlight fundamental messages and visually represent the cultural change. Storytelling and visuals make the cultural change more relatable and engaging for employees.

- **Feedback and Listening Sessions:** It's important to offer dedicated opportunities for employees to provide feedback, ask questions, and share their thoughts about the cultural change. Team leaders can hold feedback sessions, focus groups, or online surveys. Actively listen to employee perspectives, address their concerns, and incorporate their input into the cultural change initiatives. This approach demonstrates that their voices are valued and encourages active participation in the change process.

- **Leadership Communication:** Ensure that senior leaders consistently communicate the importance of cultural change through various channels. Utilize videos, blog posts, or personal messages from these leaders that articulates the vision, explains the rationale behind the change, and reinforces the desired behaviors. Leadership communication should be authentic, inspiring, and consistent, serving as a role model for employees.

Effective communication for cultural change should be ongoing, transparent, and two-way. It should clarify, address concerns, and create opportunities for employees to engage in the cultural change process.

Maintaining and Enhancing Culture

Maintaining and enhancing culture requires regular assessment and feedback to uphold the desired cultural values and behaviors. Implementing feedback mechanisms for cultural health checks allows organizations to measure the effectiveness of their cultural initiatives and make necessary adjustments.

- **Employee Surveys:** Conduct regular employee surveys to assess the organization's culture and progress. These surveys can include questions about aligning behaviors with the desired culture, perception of inclusivity, and overall employee engagement and satisfaction. Analyzing survey results provides insights into areas of strength and areas that require improvement in terms of cultural alignment.

- **Focus Groups and Interviews:** Organize focus groups or conduct interviews with employees to delve deeper into their experiences and perspectives regarding the culture. These qualitative feedback sessions provide valuable insights into employees' lived experiences and help identify gaps or challenges in cultural alignment.

- **360-Degree Feedback:** Implement a 360-degree feedback process in which employees receive feedback from their peers, subordinates, and supervisors on their behaviors and how well they align with the desired culture. This multi-perspective feedback allows individuals to understand their impact on the culture and provides opportunities for growth and development.

- **Cultural Audits:** Conduct periodic cultural audits, routinely examining the organization's culture, policies, and practices. These audits assess the extent to which the desired culture is embedded in the organization and can identify areas where cultural alignment can be strengthened.

By using feedback mechanisms for culture health checks, organizations may identify areas of improvement, address cultural gaps, and make informed decisions to maintain and enhance their desired culture.

Recognition Systems for Promoting Desired Behaviors

Systems to reward positive behavior are vital in reinforcing and promoting the desired behaviors that align with the organizational culture. Recognizing and rewarding employees who exemplify cultural values reinforces those behaviors and motivates others to embrace and embody the desired culture. This may include:

- **Formal Recognition Programs**: Formal recognition programs acknowledge individuals or teams that consistently go above-and-beyond to demonstrate the desired cultural values and behaviors. These programs may include awards or points, and public recognition of the accomplishments. They provide a visible and tangible way to celebrate and reinforce cultural alignment.

- **Informal Recognition and Appreciation**: Leaders should encourage informal recognition and appreciation within teams. Leaders and employees can recognize peers in their team and other teams through peer-to-peer recognition, shout-outs during team meetings, or informal thank-you notes. Informal recognition fosters a positive culture of appreciation and encourages continuous alignment with the desired behaviors.

- **Performance Evaluation and Promotion**: Integrate cultural alignment in performance evaluations and promotion decisions. Assess and recognize employees based on their achievements, contributions to the culture, and embodiment of the desired behaviors. By including cultural alignment as a measurement for

promotion, it reinforces the importance of the culture and incentivizes employees to engage in behaviors that are positive.

Implementing recognition systems for promoting desired behaviors will reinforce cultural alignment, boost employee morale, and create a positive environment that supports and sustains the desired culture.

Adaptability to Change and Cultural Evolution

Maintaining an ideal culture requires adaptability to change and a continuous process of cultural evolution. As organizations grow, face new competitive challenges, or experience shifts in their market, the culture must evolve to remain relevant and effective. This includes:

- **Adopting a Learning and Growth Mindset:** Promote a learning and growth mindset within the organization that encourages employees to embrace change, continuously learn, and adapt their behaviors to meet evolving expectations. Leaders must provide opportunities for professional development, skill-building, and learning initiatives that support cultural evolution.

- **Feedback and Iterative Improvement:** Establish a feedback culture where employees feel comfortable providing feedback and suggestions on cultural improvement. Actively seek employee input at all levels and use that feedback to iterate and refine cultural initiatives. Embrace a continuous improvement mindset to ensure that the organization is listening to people on the front lines who deal with customers every day, ensuring the culture remains dynamic and responsive to changing needs.

- **Agile Decision-Making:** Implement agile decision-making processes that allow quick adaptation and responsiveness to cultural changes. Encourage decentralized ways of making decisions and empower employees to make decisions aligned with the desired culture. This agility enables the organization to navigate evolving challenges and seize opportunities for cultural enhancement.

By embracing adaptability to change and cultural evolution, organizations can ensure that their culture remains relevant, resilient, and aligned with their evolving goals and aspirations.

Conclusion

Building a thriving culture is a continuous journey. Organizations should recognize that maintaining and enhancing culture requires continual effort, adaptability, and commitment at all levels. Organizations can create a dynamic and engaging culture by implementing feedback mechanisms for culture health checks, promoting informal recognition and appreciation, and fostering adaptability to change and cultural evolution.

It is essential to emphasize that building a thriving culture is an ongoing process that requires the active participation and dedication of leaders, managers, and employees. With a steadfast commitment to continuous improvement, organizations can create a culture that attracts and retains top talent and drives long-term success and organizational excellence.

Resources

BOOKS:

All In: How the Best Managers Create a Culture of Belief and Drive Big Results
by Adrian Gostick & Chester Elton
Amazon Link: https://www.amazon.com/All-Managers-Create-Culture-Results/dp/1501121862

The Advantage: Why Organizational Health Trumps Everything Else in Business
by Patrick Lencioni
Amazon Link: https://www.amazon.com/Advantage-Organizational-Health-Trumps-Everything/dp/0787963878

The Best Team Wins: Build Your Business Through Predictive Hiring
by Adam Robinson
Amazon Link: https://www.amazon.com/Best-Team-Wins-Predictive-Hiring/dp/0787969381

Leading with Gratitude: Eight Leadership Strategies for Extraordinary Business Results
by Adrian Gostick & Chester Elton
Amazon Link: https://www.amazon.com/Leading-Gratitude-Leadership-Practices-Extraordinary/dp/0062965786

Built on Values: Creating an Enviable Culture that Outperforms the Competition
by Ann Rhoades
Amazon Link: https://www.amazon.com/Built-Values-Creating-Outperforms-Competition/dp/0470901926/ref=sr_1_15?crid=3PI2EKQRNDGRT&dib=eyJ2IjoiMSJ9.d4tKLCnDZvXbj4sMucIm9SnbmL1euh9_cg2i-iSGgobGTH5hwUcU8OezPsYDwgZWDJ3dqFLA9OkZ3HznbCHWoWBwRfbt1v1iHCJ0dLEHLnqYLEPLIgaXXbGncl-bJbUvH0NNYh4-TVshW-Xjjygp60AjelxN1G-fwBALTyiaFgD4y2ixQnQrJZFNzkh-o2g_teOgKH3WxIIqtuDILveVkAERyIwau5jycfOrjDIDKOU.wzU1OHoWGXRSGEPhCF1ZHDb-htzaJBCqWAxFwHWZg8Gs&dib_tag=se&keywords=books+on+corporate+culture&qid=1715795370&s=books&sprefix=books+on+corporate+cultu%2Cstripbooks%2C149&sr=1-15

PODCAST EPISODES:

"Creating a High-Performance Culture" - HBR IdeaCast
Episode Link: https://podcasts.apple.com/us/podcast/creating-a-high-performance-culture/id1053958180?i=1000543775597

"The Power of Recognition" with Adrian Gostick & Chester Elton - The Leadership Podcast
Episode Link: https://www.leadershippodcast.org/the-power-of-recognition-with-adrian-gostick-chester-elton

"How to Build a Strong Company Culture" - The Tony Robbins Podcast
Episode Link: https://www.tonyrobbins.com/podcasts/how-to-build-a-strong-company-culture/

ARTICLES

"Why Company Culture is Key to Employee Retention" - Forbes
Article Link: https://www.forbes.com/sites/forbescoachescouncil/2022/07/27/why-company-culture-is-key-to-employee-retention/

"The Importance of Organizational Culture in the Workplace" - Inc.
Article Link: https://www.inc.com/guides/importance-of-organizational-culture.html

"How to Shape Your Corporate Culture" - Harvard Business Review
Article Link: https://hbr.org/2017/07/how-to-shape-your-corporate-culture

"The Role of Corporate Culture in Business Success" - Entrepreneur
Article Link: https://www.entrepreneur.com/encyclopedia/corporate-culture

USEFUL TOOLS AND TEMPLATES:

Culture Assessment Survey Template
Template Link: https://www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/conduct-culture-assessment.aspx

Core Values Worksheet
Template Link: https://www.cultureiq.com/resources/core-values-worksheet/

Behavioral Standards Checklist
Template Link: https://www.gallup.com/workplace/232121/behavioral-standards-checklist.aspx

Additional Resources

Further reading materials

WEBSITES:

SHRM: Society for Human Resource Management (https://www.shrm.org/)

CultureIQ: Culture Assessment and Development (https://www.cultureiq.com/)

Great Place to Work: Global Authority on Workplace Culture (https://www.greatplacetowork.com/)

Gallup: Workplace Culture and Employee Engagement (https://www.gallup.com/workplace/)

Culture Amp: Employee Engagement and Culture Platform (https://www.cultureamp.com/)

Useful tools and templates

CULTURE ASSESSMENT TOOLS:

- CultureIQ Culture Assessment
- Gallup Q12 Employee Engagement Survey
- Great Place to Work Trust Index Survey

CULTURE DEVELOPMENT TOOLS:

- Culture Amp Culture Guide
- SHRM Culture Toolkit
- CultureIQ Culture Action Plan Template

RECOGNITION AND APPRECIATION TOOLS:

- Achievers Employee Recognition Platform
- Kudos Employee Recognition App
- BambooHR Employee Recognition Software

Information about professional help services

EXECUTIVE COACHING:

International Coach Federation (https://coachfederation.org/)

Association for Talent Development (https://www.td.org/)

ORGANIZATIONAL DEVELOPMENT CONSULTANTS:

American Society for Training and Development (https://www.td.org/)

Society for Human Resource Management (https://www.shrm.org/)

CULTURE CHANGE CONSULTANTS:

Prosci (https://www.prosci.com/)

Change Management Institute (https://www.change-management-institute.com/)

EMPLOYEE ASSISTANCE PROGRAMS:

National Employee Assistance Program Association (https://www.neapa.org/)

Employee Assistance Professionals Association (https://www.eapassociation.org/)

PLEASE NOTE: this is not an exhaustive list of resources and there are many other valuable resources available. It is recommended that you conduct further research to find the resources that best fit your specific needs.

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