

Culture Audit Elements

EXAMINE ORGANIZATION'S CULTURE

STATEMENTS

May include:

- Mission, vision statements
- Organizational policies & benefits statements
- Employee orientation program
- Employee turnover statistics & exit interviews
- Organization chart (current & recent)
- Internal communication vehicles (communication audit)
- Historical context (major events & changes that occur in organization history)

Techniques include:

- Expert analysis & study

INTERVIEW POWER & OPINION LEADERS

May include selected:

- Senior level managers
- Mid-level managers
- Front line supervisors

May discuss:

- Information flow through the organization top down, lateral & bottom up
- Perceived management style
- Symbolic & historical actions influencing perceptions, trust
- Roadblocks & resistance issues keeping employees from doing quality work:

Techniques may include:

- "Known For/Stand For" analysis
- "What's in the Way" technique

QUANTITATIVE STUDY OF WORKFORCE & MANAGEMENT

May Include:

- General employee population (sample)
- Mid-level managers (sample)

May discuss:

- Information flow, credibility, timeliness, grapevine, supervisor as communicator
- Symbolic & historical actions influencing perceptions, trust
- Trust levels & reasons for them
- How trust levels are reflected in behavior, productivity

Techniques may include:

- Confidential written survey instruments
- Focus groups
- Observation techniques
- "Known For/Stand For" analysis
- "What's in the Way" technique

ANALYSIS & INTEGRATION

Can Include:

- Integration of all data gathered into single overall findings report
- Recommendations on how to move the organization forward
- Next steps
- Budget for next steps
- Assistance with implementing next steps including:
 - Reporting findings back to workforce
 - Detailed program design of specific actions
 - Coaching programs
- Follow-up research to measure progress