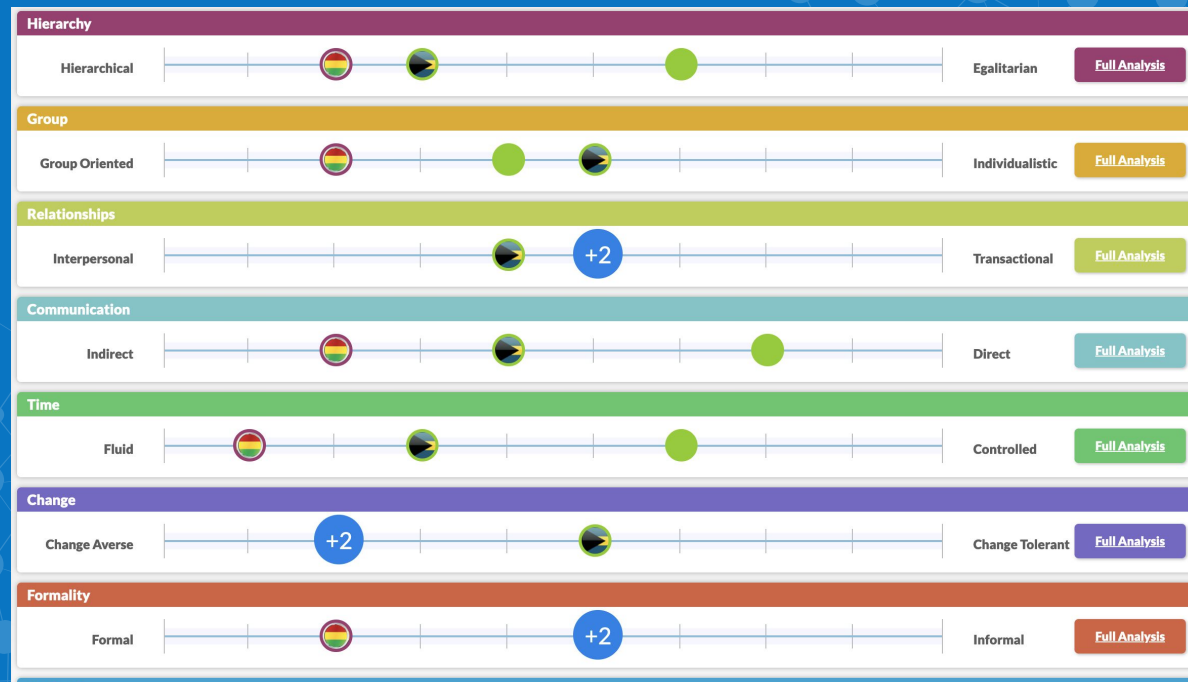


Culture Calculator Assessment: SAMPLE Company Profile Report



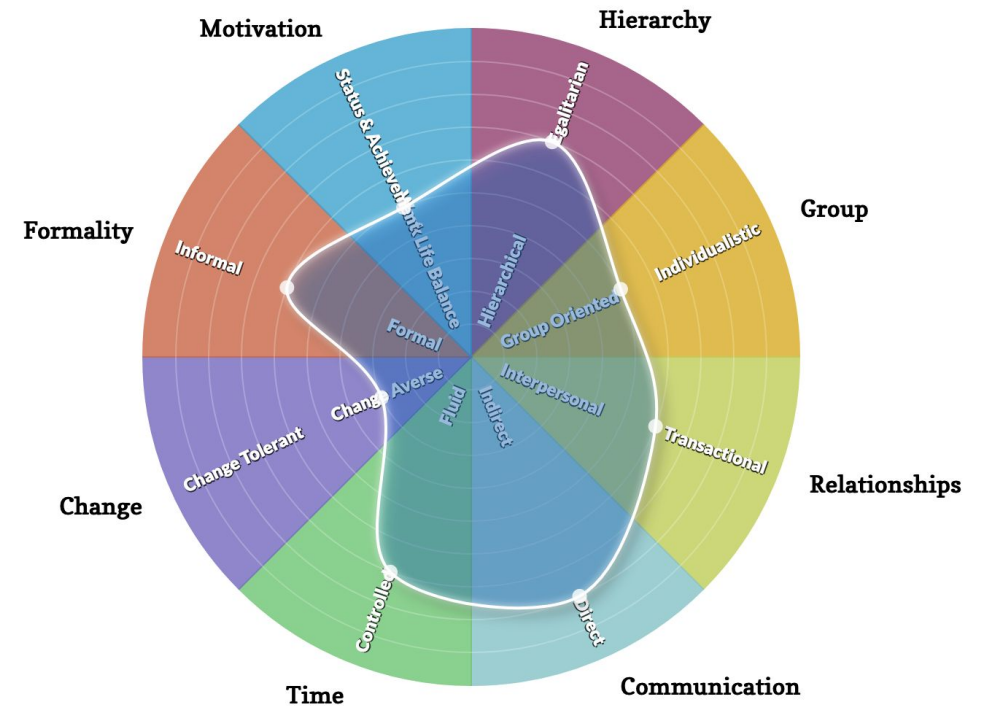
Your (SAMPLE) Company Profile

Your Company Profile

In this report, we have aggregated the scores of your employees who completed the assessment through **December 2021**, and determined the distribution of scores for each dimension of the culture calculator

Methodology

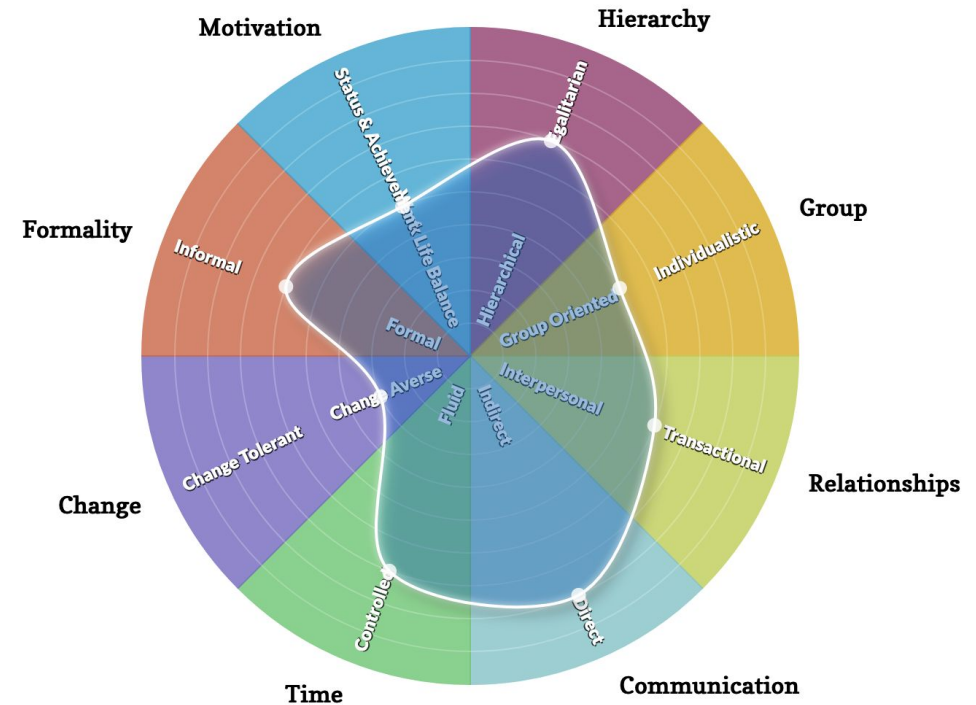
We analyze your scores across 8 dimensions of culture to determine areas of challenge and opportunities. Based on our Discovery session with you, we have provided recommendations to create a more productive workplace culture, specific to your company's goals and initiatives



Summary of (SAMPLE) Score Averages

Dimensions

- ▶ Hierarchy: **Moderately Egalitarian**
- ▶ Group: **Moderately Group-Oriented**
- ▶ Relationships: **Moderately Interpersonal**
- ▶ Communication: **Moderately Direct**
- ▶ Time: **Moderately Controlled**
- ▶ Change: **Moderately Change-Tolerant**
- ▶ Motivation: **Moderately Informal**
- ▶ Formality: **Work-Life Balance Oriented**



What To Do With the Results

- ▶ Based on these findings we can work with you to develop or support targeted, measurable tactics to address any areas of challenges.
 - ▶ Amongst these remedies: Recommended policy changes, new strategic business practices (i.e. hiring and onboarding), targeted learning programs and webinars
- ▶ We work with client champions to identify Moments that Matter – times and locations in the employee workday or development cycle when solutions will have most effective impact



Key Implications and Recommendations

Organizational Implications--Highlights

- ▶ **Communication: Moderately Direct**

A score indicating Moderately Direct Communication reflects the company's preference for communicating with relatively low levels of context. This can put more indirect communicators in a position where they feel they do not have all the information needed to succeed.

- ▶ **Group: Moderately Group-Oriented**

A moderate score indicates that your employees respond well to group accomplishments and consensus. This can lead to organizational "groupthink," and a delay in decision-making.

- ▶ **Motivation: Moderately Work-Life Balance.**

A score indicating Moderate Work-Life Balance orientation indicates that many people feel comfortable prioritizing work needs when required, but prefer to maintain work-life balance. It is important to cultivate and sustain a culture of inclusive working styles that allow for personal time and needs to be prioritized when needed.

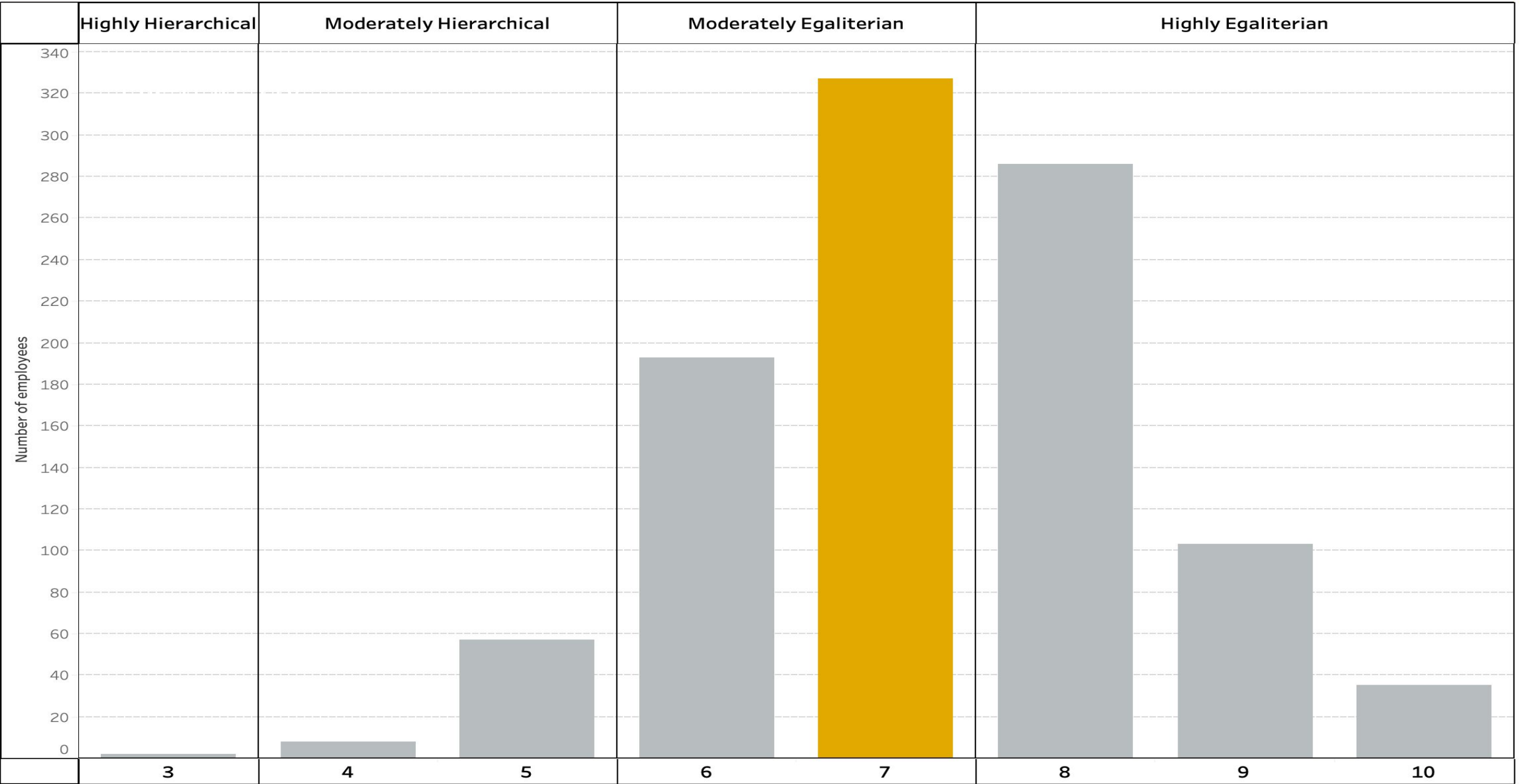
SAMPLE of Key Recommendations

Improving Communication and Collaboration in Your Organization:

- ▶ Communicate organizational behaviors that emphasize inclusion, respect and transparency (as is culturally appropriate).
- ▶ Acknowledge and reward both individual contributions and group accomplishments.
- ▶ Introduce and implement changes slowly, with communication checkpoints led by project "owners" throughout the process.



Addendum Company Profile: Culture Calculator



Hierarchy: Moderately Egalitarian

Implications

- ▶ Your company exhibits a moderately egalitarian approach to company structure and interactions.
- ▶ In general, employees feel they have discretion in their approach to work activities, and while approvals from leadership may be required, decisions can be made by those who have the most expertise, not necessarily higher status or authority

Recommendations

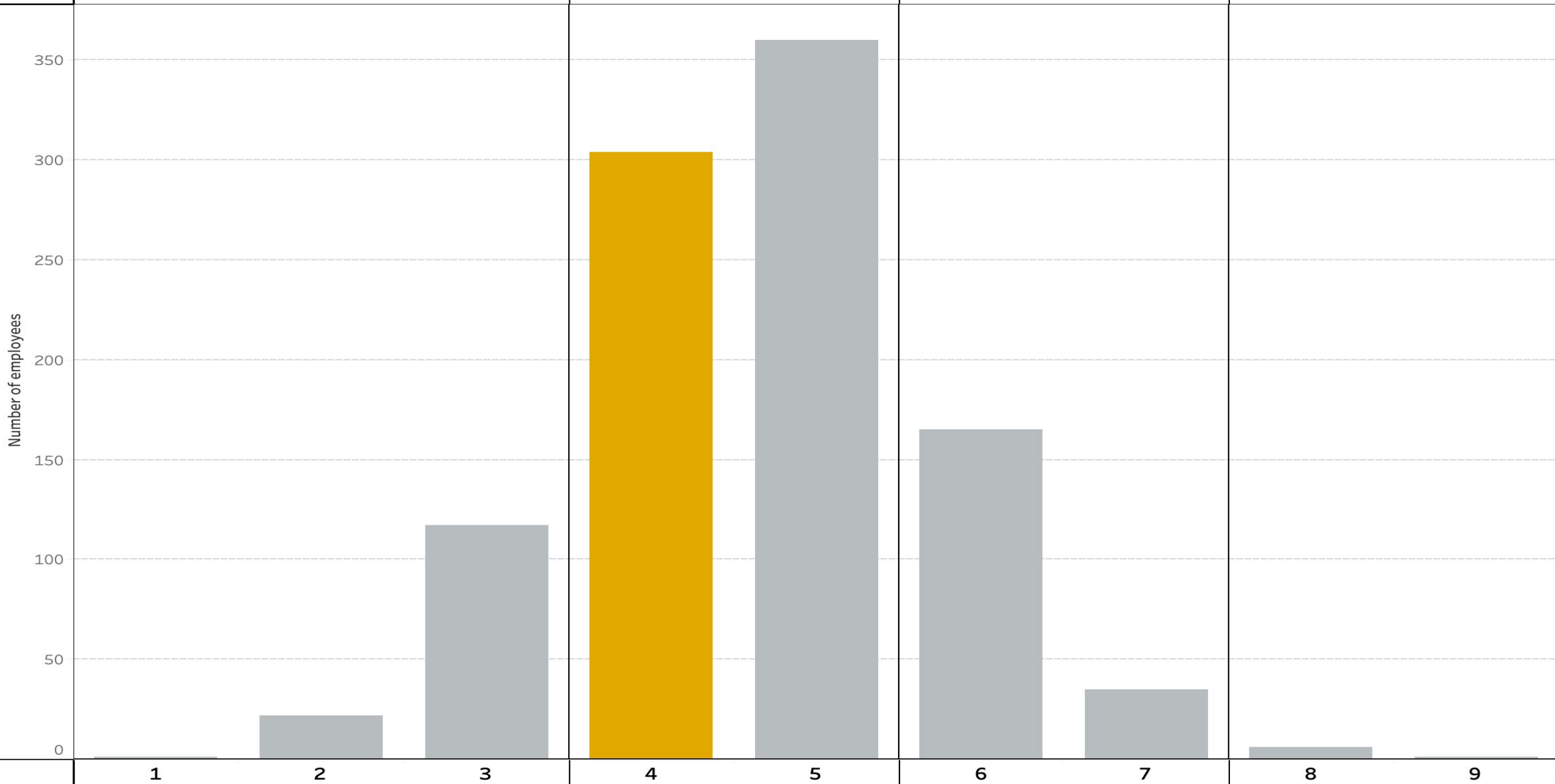
- ▶ It is important to be inclusive in management style, and solicit feedback or ideas regardless of title or position.
- ▶ Appoint project “owners” to determine final decisions for specific initiatives .
 - ▶ Ownership may not be based on title but on direct familiarity and involvement in the project.
- ▶ Implement a mentorship program that integrate team members of all levels and which allow for equal exchange of ideas.

Highly Group-oriented

Moderately Group-oriented

Moderately Individualistic

Highly Individualistic



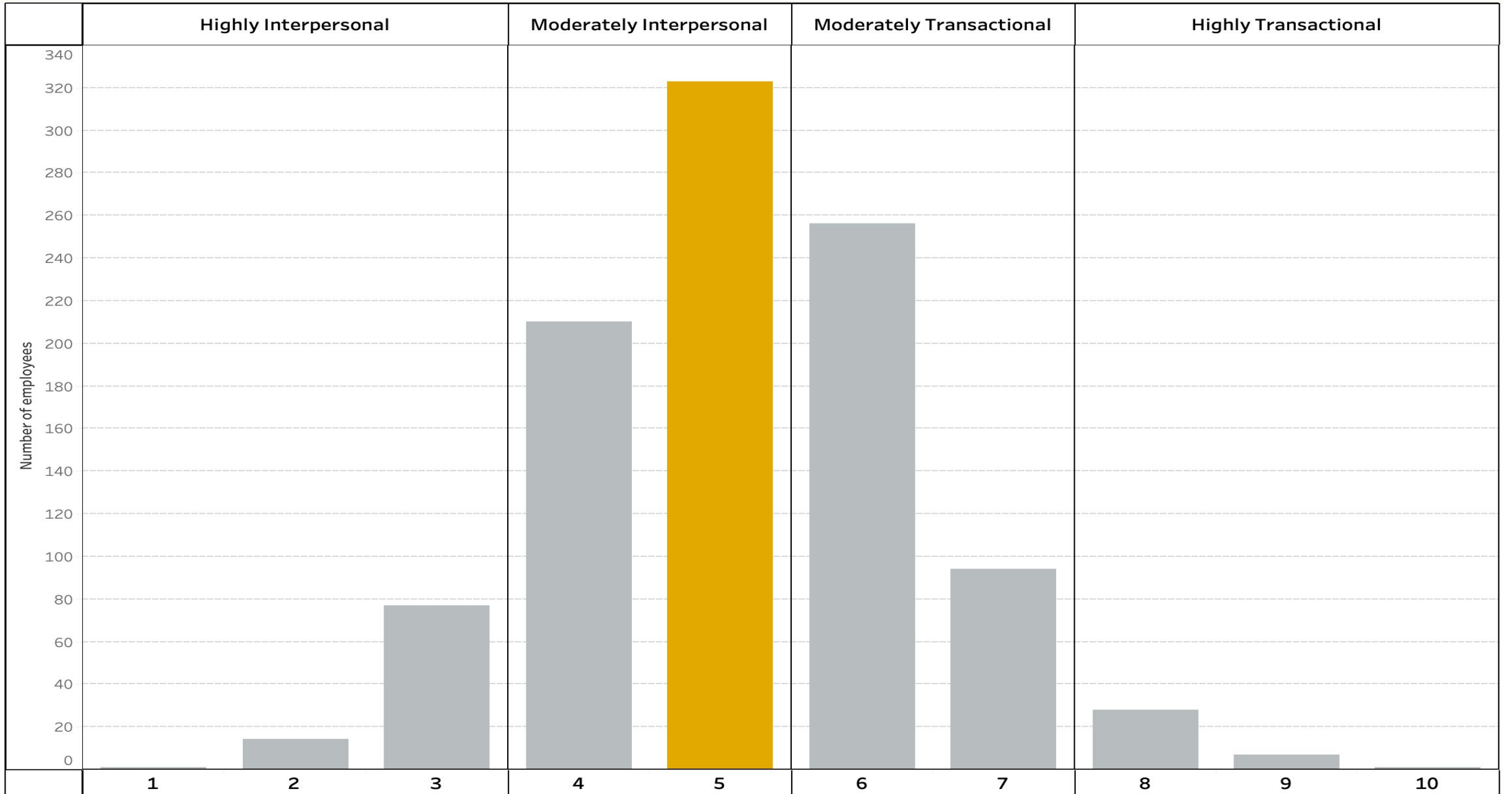
Group: Moderately Group-Oriented

Implications

- ▶ Your company exhibits a moderately group-oriented approach to company structure and interactions.
- ▶ In general, employees feel the need for consensus and team recognition.

Recommendations

- ▶ Implement standard orientation procedures that prioritize team-building exercises and operational guidelines .
- ▶ Acknowledge and reward both individual contributions and group accomplishments to maximize inclusivity.
- ▶ Decision-making may not need to be made with full consensus, but should be championed by the majority.
 - ▶ As with the previous recommendation, a project “owner” should make the final decision after receiving group feedback.



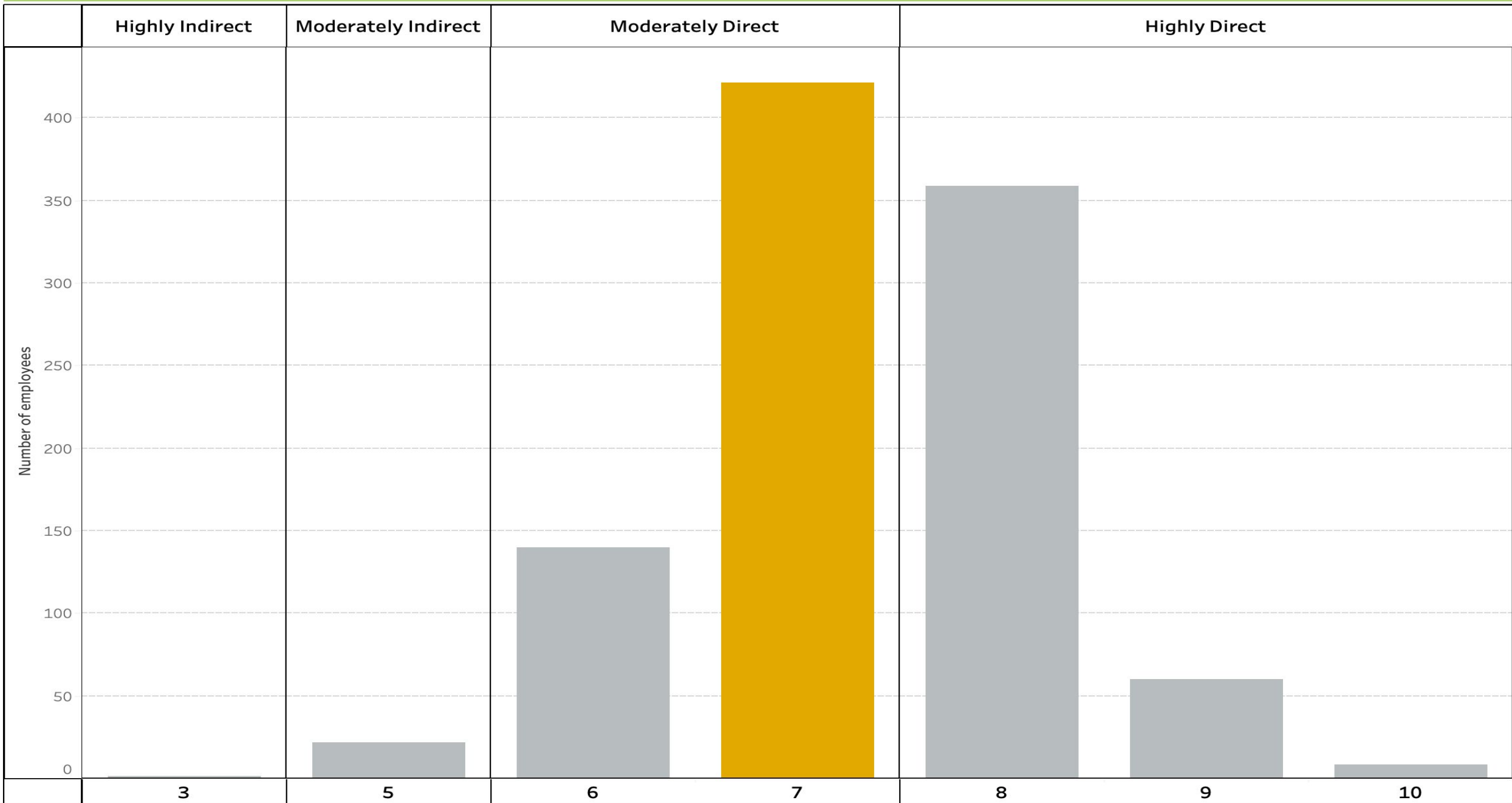
Relationships: Moderately Interpersonal

Implications

- ▶ Your company exhibits a moderately interpersonal approach to company structure and interactions.
- ▶ In general, employees favor having a personal connection to and familiarity with the people they are working with in order to make decisions and function as a team.

Recommendations

- ▶ Allow time for courtesy catch-ups or informal meetings that allow for creation of long-term relationships in order to facilitate group productivity.
- ▶ Plan an annual Company Week, where employees can gather informally for virtual or in-person workshops, Lunch-And-Learns, or other company-sponsored activities that promote team-building.
- ▶ Feature an individual or team in a company newsletter as part of a company-wide campaign to establish familiar faces and names.



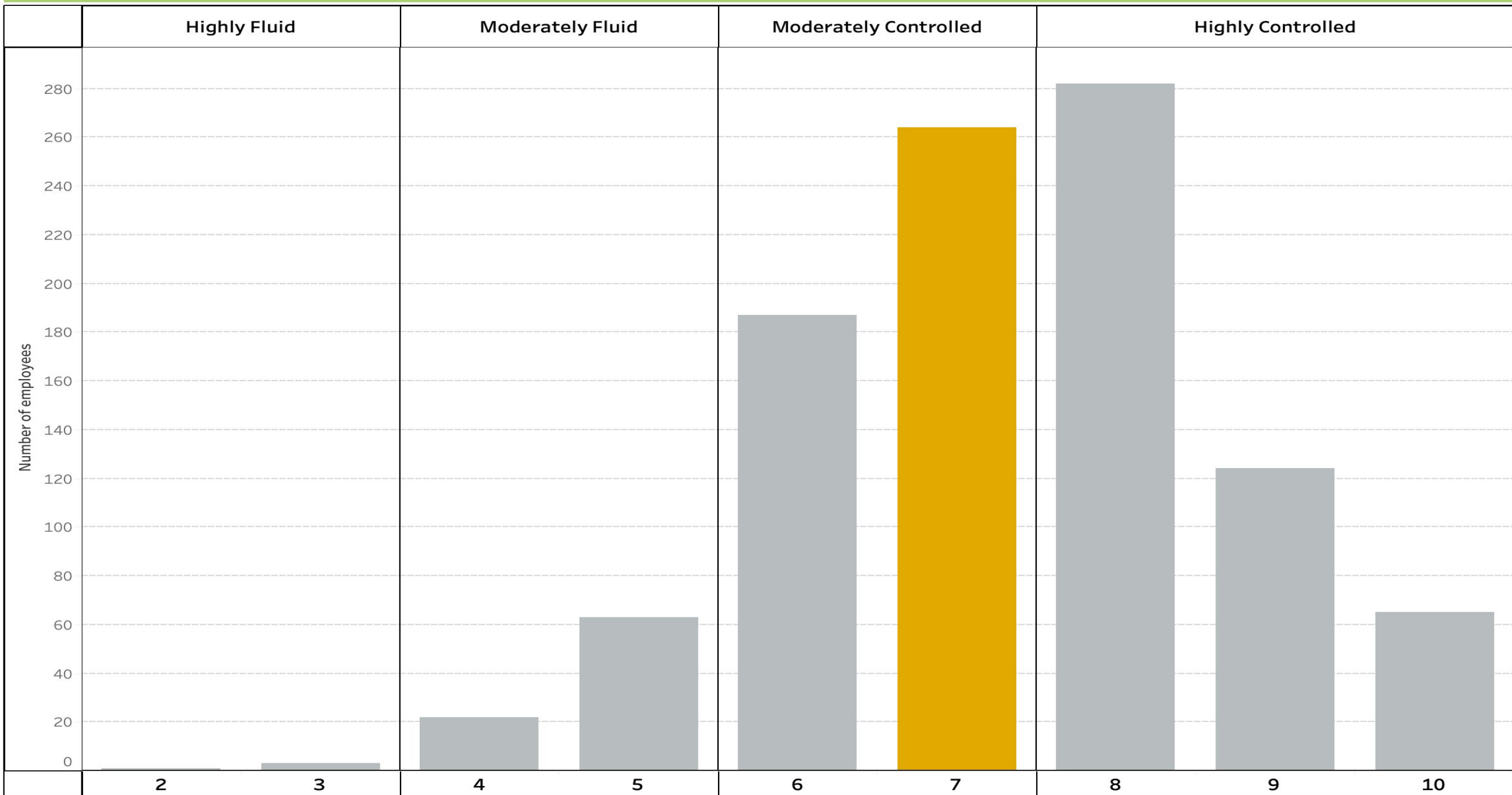
Communication: Moderately Direct

Implications

- ▶ Your company exhibits a moderately direct approach to company structure and interactions.
- ▶ In general, employees are encouraged and assumed to be comfortable with questions, debate, and providing direct, honest feedback.

Recommendations

- ▶ Devise channels of communication so they are culturally appropriate and generate an inclusive attitude (e.g. using different modes of communication--video, text, audio and communicate in direct and indirect styles). Communication is fundamental to trustworthiness and creating an environment where people feel safe.
- ▶ Communicate organizational behaviors that emphasize inclusion, respect and transparency (as is culturally appropriate).
- ▶ Encourage everyone to practice and reinforce respectful behavior at all times.
- ▶ Be sure people receive credit for their ideas in meetings and group activities.
- ▶ Ensure leaders and others openly demonstrate fairness in their interactions.
- ▶ Create an environment of accountability and reliability so that colleagues know they can count on each other.



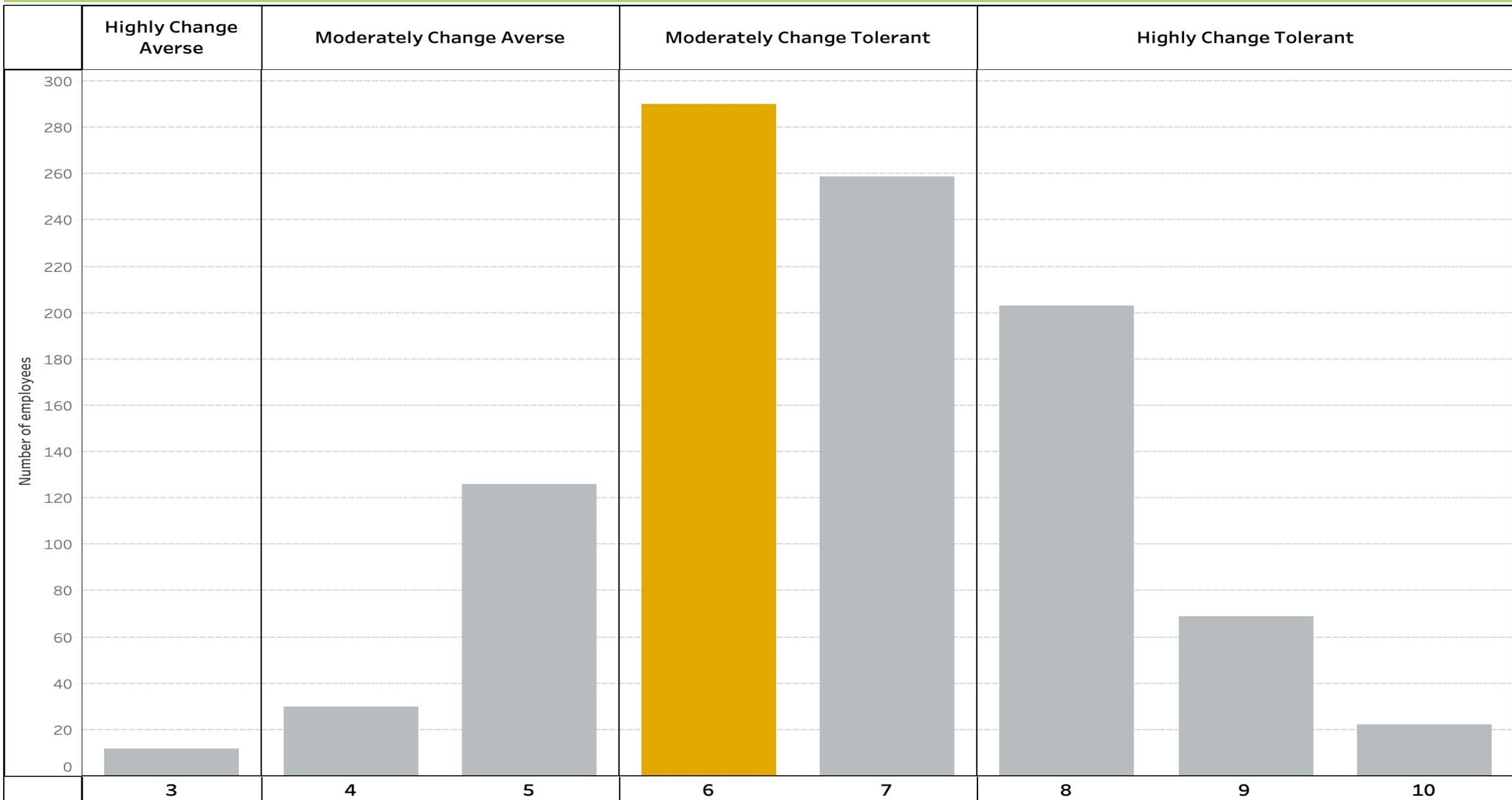
Time: Moderately Controlled

Implications

- ▶ Your company exhibits a moderately time-controlled approach to company interactions and time frames.
- ▶ In general, employees expect agreements of schedules and deadlines to be honored accordingly.

Recommendations

- ▶ Recognize the value of diverse working styles and leverage diversity as a strength.
 - ▶ Encourage email signatures that communicate working hours and serves as a reminder that not everyone has the same working hours.
 - ▶ Stagger office hours to be inclusive both of those who are comfortable working within traditional working hours, as well as those who are comfortable working outside those time frames.
- ▶ Note that it can be very important to focus on long-term goals as much as short-term checkpoints.
- ▶ Avoid open-ended timelines in favor of a schedule with room for adjustment, even if the details of a project or initiative are not yet finalized.



Change: Moderately Change-Tolerant

Implications

- ▶ Your company exhibits a moderately change-tolerant approach to new ideas and processes
- ▶ In general, employees have a slightly higher tolerance for ambiguity and risk, without the need for historical precedent

Recommendations

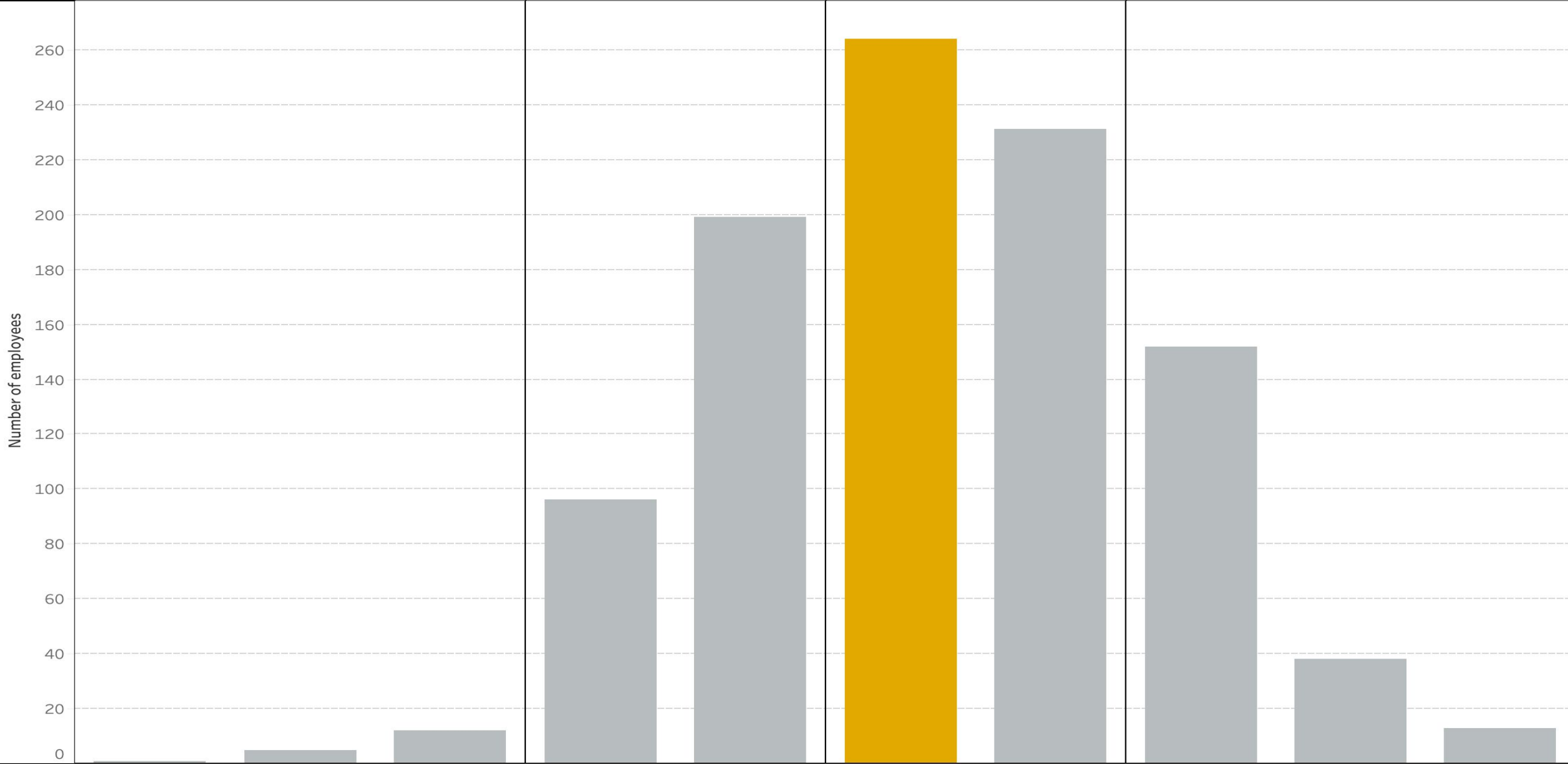
- ▶ Introduce and implement changes slowly, with communication checkpoints led by project "owners" throughout the process.
- ▶ Appoint a project "owner" who is change-averse to counter group-think.
- ▶ Allow time for questions and addressing the risks and challenges.
- ▶ Focus presentations and discussions on opportunity and potential, with examples of historical precedence, where possible.

Highly Formal

Moderately Formal

Moderately Informal

Highly Informal



1

2

3

4

5

6

7

8

9

10

Number of employees

0
20
40
60
80
100
120
140
160
180
200
220
240
260

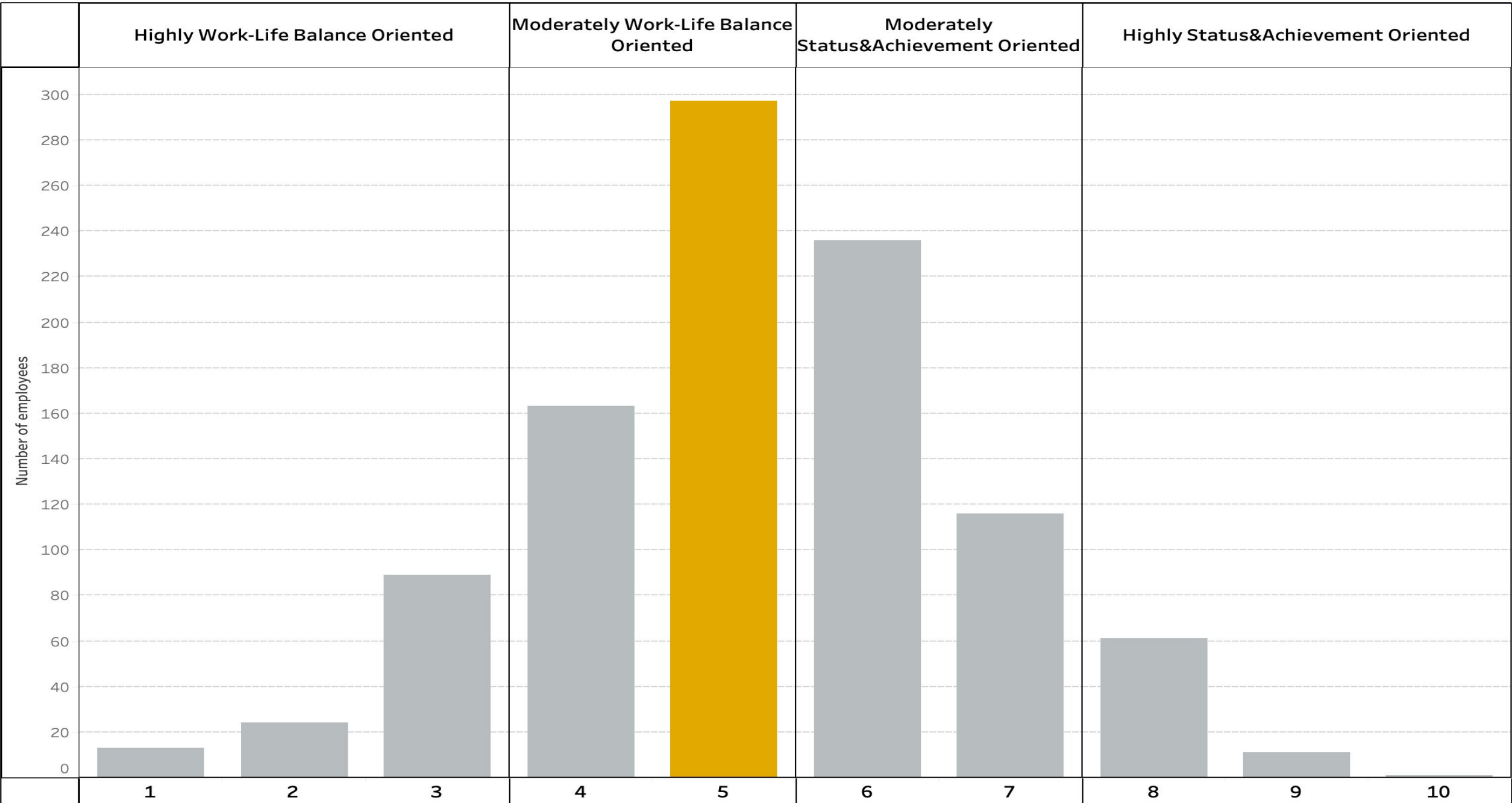
Formality: Moderately Informal

Implications

- ▶ Your company exhibits a moderately informal approach to company interactions.
- ▶ In general, employees exhibit more casual attitudes when interacting with one another, and may not require formal structures within the organization.

Recommendations

- ▶ Encourage everyone to practice and reinforce inclusive behavior at all times.
- ▶ Specify expectation surrounding etiquette, dress codes prior to business functions .
- ▶ When quick, decisive action is required, consider a more formal structure, and adhere to an established process temporarily.



Motivation: Moderately Work-Life Balance Oriented

Implications

- ▶ Your company exhibits a moderately work-life balance orientation.
- ▶ In general, employees prefer to separate professional and personal time, while still prioritizing work when required.

Recommendations

- ▶ Create an environment of inclusivity so that colleagues know they are encouraged to maintain a work-life balance.
- ▶ Establish reasonable, agreed-upon expectations for work hours and vacation time, while providing ample opportunities for “balance”-oriented team members to fulfill their off-hours obligations and passions.
- ▶ Implement a company-wide volunteer day, where employees can dedicate the day to volunteer for a cause of their choice .