



Management tool #B-18:©

The 17 keys to creating a Winning Culture...how do we rate?

Note: *There are many complex definitions of what a business culture is. Simply put, our 'culture' is the way things are done and the way people are treated in our business.*

The 2 sides of the 'Culture Coin':

Creating a business culture that attracts, engages, challenges and rewards top performers, while also encouraging world-class operational effectiveness and efficiency, is key to your success. These are what I call the 2 sides of the 'Culture Coin'.

1. **The 1st side of the 'Culture Coin'** is about creating world-class operational effectiveness, efficiency and profitability. This is accomplished by creating a culture of **clarity, initial and ongoing training, empowerment, commitment, accountability, urgency, excellence, world-class efficiency and profitability.**

As business owners, leaders and managers, our 1st job is 'clarity...but each of these other key elements is required to achieve sustainable, world-class profitability.

Note: Lack of clarity and accountability, and failure to deal with non-performance, are three of the biggest problems in many businesses today.

2. **The 2nd side of the 'Culture Coin'** is about creating an ethical, fair, human and respectful Culture that nurtures and encourages the talent you need to amaze customers, grow the business and generate a sustainable bottom line. This side of the 'coin' is about creating a culture of **integrity, learning, opportunity, fairness, diversity, inclusion, respect, encouragement, empathy, acknowledgement, safety, passion and joy.**

On the next page, rate your culture using the 17 key 'Cultural Success Factors'. I'm sorry that there are 17 factors. It would be much easier if there were only 7 or 8...but business is complicated.

Using the boxes on the left, honestly rate your current level of performance in each factor, on a scale of 1 to 10, with 10 being 'excellent'. At the bottom of the page, calculate your total 'Culture Score' out of 100. This Biz Tool will take about 7 minutes to complete.

It will be most helpful to have all of your Managers and Supervisors, and a number of other people throughout your organization, complete this Biz Tool to see how those in different areas see and rate your culture.

Recap and analyze the ratings and total 'Culture Scores' for each Team member. To what extent is there agreement and where do perceptions of your culture vary? What do the scores on each of the 17 key 'Cultural Success Factors' for creating a Winning Culture tell you about what needs creating, fixing or improving in your business, or department?

Note: *Point #1 on the next page refers to the clarity of your Vision and Mission. For step-by-step help in creating a clear 3 to 5-year 'Operational Vision', an annual Mission and a clear 'Commitment to Action' for your business, order Donald's step-by-step 40-page **Vision Critical Guide** (\$40) at donaldcooper.com.*

Donald Cooper can be reached by email at donald@donaldcooper.com in Toronto, Canada.

The 17 keys to creating a Winning Culture...how do we rate?

My Name: _____ . Title or Dept: _____ .

Rate our culture using the 17 key 'Cultural Success Factors' listed below. Using the boxes on the left, honestly rate our current level of performance in each factor, on a scale of 1 to 10, with 10 being 'excellent'. At the bottom of the page, calculate your total 'Culture Score' out of 100.

Rating our Culture...

- 1. We're **clear about who we are and where we're going**. We have a clear '**Statement of Purpose**'. We know what we commit to become to be a profitable and sustainable market leader in 3 to 5 years (**our Vision**)...and specifically what we must do each year to get there (**our annual Mission**).
- 2. We have clear, consistent and effectively communicated **commitments, values and standards** that create clarity, consistency, integrity and urgency. Everyone knows what we stand for, and what's expected of them.
- 3. We have effective **systems, processes, technology and equipment** that create world-class operational efficiency.
- 4. We have a culture that generates **pride, confidence, engagement, passion and joy**.
- 5. We have a clear **service culture**...passionately committed to serving both external and internal 'customers'. Note: Our Team members are our 'internal customers'.
- 6. Our **employment experience and career opportunities** create a culture that attracts, leads, engages and retains top-performers at every level and in every Department in the organization.
- 7. Our **pay, performance bonuses and benefits** are at or above industry standards. Our **work flexibility and vacation policies** respect our employees' need for life balance.
- 8. We're a **learning culture**. We provide the initial and ongoing training, coaching and encouragement that people need to succeed in their work and to grow into new responsibilities.
- 9. We hire for **diversity**, support **inclusion**, encourage diversity of thought and respectful debate.
- 10. We **communicate** frequently, consistently and honestly with individuals and Teams. Our words and actions are congruent. Our employees know how the business is doing...and how they're doing. Communication is a '2-way street', so we're also a 'listening culture'.
- 11. Each Team member knows **why their particular job matters** and how what we create and deliver, together, **makes a difference** for our customers and the planet. We have a sense of 'meaningful work'.
- 12. We **empower** employees at all levels to do their job, make decisions, take initiative, grow their careers...and grow the business.
- 13. We have a '**Team**' culture. We collaborate with, assist, support and encourage each other.
- 14. Our culture encourages **creativity and innovation** throughout the organization. We listen to and respect people's ideas and reward innovative thinking.
- 15. We **implement effectively**. We have the ability and courage to plan, act and react decisively and with a sense of urgency.
- 16. We have a **measuring culture**. We know how we're doing in every area of the business, who's performing and who's not...what's working and what's not....and we take effective action.
- 17. We have a culture of **accountability**. We measure performance, celebrate and reward the effective effort of individuals and Teams...and we deal quickly and fairly with non-performance.

My Total 'Culture Rating' out of 170 is _____. Note: To calculate your total 'Culture Score' out of 100, total the box scores above, divide your total by 17 and multiply that answer by 10.