



Management tool #B-18:©

The 14 keys to creating a Winning Culture...how do you 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 'coin'** is about creating world-class operational effectiveness, efficiency and profitability. This is accomplished by creating a culture of **clarity, empowerment, commitment, accountability, urgency, excellence, efficiency and profitability**. As business owners, leaders and managers, our 1st job is 'clarity...but each of the other key elements are 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, empathy, respect, acknowledgement passion and joy**.

On the next page, rate your culture using the 14 key cultural success factors. 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.

It will be most helpful to have a number of people throughout your organization, in various functions, complete this rating to see how those in different areas see and rate your culture.

What do the scores on each of the 14 key elements of 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 Vision, an annual Mission and a clear 'Commitment to Action' for your business, order your **Vision Critical Guide** (\$24) at donaldcooper.com.*

The 14 keys to creating a Winning Culture...how do we rate?

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We will rate our culture using the 14 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 our 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**' and 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, standards, systems, structures and processes** that create clarity, consistency, integrity, urgency and efficiency. Everyone knows what we stand for, and what's expected of them.
- 3. We have a culture that generates **pride, confidence, engagement, passion and joy**.
- 4. We have a clear **service** culture...passionately committed to serving both external and internal 'customers'. **Note:** Our Team members are our 'internal customers'.
- 5. 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.
- 6. 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.
- 7. We hire for **diversity**, support **inclusion**, encourage diversity of thought and respectful debate.
- 8. We **communicate** frequently, consistently and honestly with individuals and Teams. Our words and actions are congruent.
- 9. We **empower** employees at all levels to do their job, make decisions, take initiative, grow their careers...and grow the business.
- 10. We have a '**Team**' culture. We collaborate with, assist, support and encourage each other.
- 11. Our culture encourages **creativity and innovation** throughout the organization. We listen to and respect people's ideas and reward innovative thinking.
- 12. We **implement effectively**. We have the ability and courage to plan, act and react decisively and with a sense of urgency.
- 13. 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.
- 14. We have a culture of **accountability**. We measure performance, reward the effective effort of individuals and Teams...and we deal quickly and fairly with non-performance.

Our Total 'Culture Rating' out of 140 is _____. **Note:** To calculate our total 'Culture Score' out of 100, total the box scores above, divide the total by 14 and multiply that answer by 10.

Which aspects of our culture need improving and, specifically, for each improvement who will do what, by when, at what cost, with what outcomes, measured how?