Cultural Audits:
Assessing Your Organizational Culture

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Introduction

Ekua Mends-Aidoo,
Principal Consultant

Clementine Gold Group

Overview

- Develop a **shared language** around culture and organizational culture

- Understand examples of workplace culture and how positive company culture is essential for **prosperous business growth**

- Learn how to conduct a **cultural audit** for your organization and prioritize behaviors that drive organizational success

- Lay the foundation for shaping **inclusive culture** and define key roles

Icebreaker

Answer Poll Questions

# Creating a Shared Language

Core Definitions

Culture & Subculture

Culture

- A **common history** and heritage passed from one generation to the next
- Common **values**, beliefs, customs, behaviors, traditions, institutions, arts, folklore, and lifestyle.
- Similar relationship and **socialization** patterns
- A common **language**
- Shared geographic **location** of residence (ex. Country)
- Similar patterns of **dress and diet**

Subculture
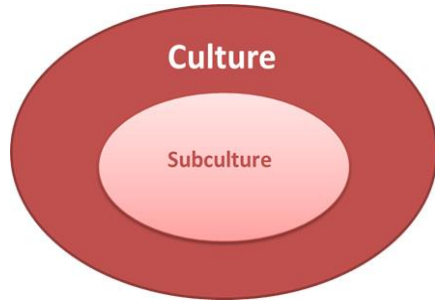
Subculture is a cultural group within a larger culture, often

having beliefs or interests at variance with those of the

majority larger culture.

In the United States, what are examples of subcultures?

Dominant Culture

Dominant culture in a society comprised of multiple cultures is the culture that *exercises the most power and influence.* This dominance is typically expressed as economic power, political power and in the sociocultural norms, laws, institutions, values and traditions of society.

Values

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Values are ideas about what is good, right, wise or beneficial. The values of a culture identify its ideals and are a general standard of what is good and bad or desirable or undesirable.

- Achievement and Success Oriented
- Self-Reliance
- Independence
- Autonomy
- Privacy
- Freedom
- Democracy
- Order and Security
- U.S. Exceptionalism

- Activity and Work
- Morality
- Progress
- Material Comfort
- Equality
- Human Rights
- Nationalism and Patriotism
- Science

Organizational Culture & Values

Organizational Culture

Organizational culture encompasses all aspects of an organization's environment.

It is defined as the **collection of attitudes, beliefs, and behaviors that occur in a work environment**

"The personality of your company"

.

Organizational Values

Guiding principles that provide an organization with direction and values. An organization's values lay the **foundation for what the company cares about the most.**

Dimensions of Organizational Culture

Visible –

What people see, hear, touch, taste, smell
Explicitly learned
Conscious
Easily changed
Objective knowledge

Invisible –

What people believe, value, think, feel
Implicitly learned
Unconscious
Difficult to change
Subjective to knowledge

Why is Organizational Culture Important?

- A positive workplace culture usually manifests itself in a business as things going well.

  - **Employees are happy and morale is high**

  - **Staff turnover and absenteeism is low**

- In poor workplace cultures the opposite is true

  - **Employee morale is low, staff turnover is high, low productivity**
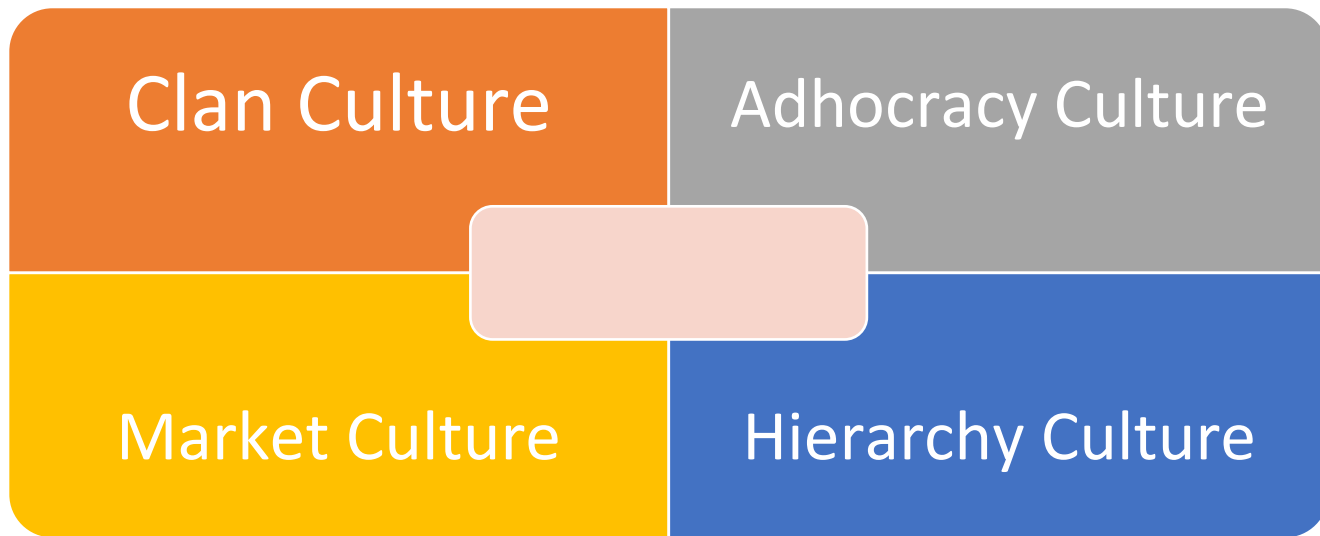
Examples of Company Cultures

4 Types of Organizational Culture

Clan Culture	Adhocracy Culture
Market Culture	Hierarchy Culture

Clan Culture—"We're in this Together"

- Primary focus: **Mentorship and Teamwork**
- People-focused and family like
- Highly collaborative where every individual is valued and communication is a top priority

Adhocracy Culture: Risk it to get the biscuit

- Primary Focus: **Risk-taking and innovation**

- Rooted in innovation and adaptability; often cutting-edge; looking to develop the next big thing before anyone else has even started

Market Culture: We're in it to win it

- Primary Focus: **Competition and growth**

- Market culture prioritizes profitability. Everything is evaluated with the bottom line in mind; each position aligns with company's larger goal. Stresses meeting quotas, reaching targets and getting results

Hierarchy Culture: Get it done right

- Primary Focus: **Structure and stability**

- Adheres to traditional corporate structure; focus on clear chain of command and multiple management tiers that separate employees and leaders; dress code, stable and risk averse
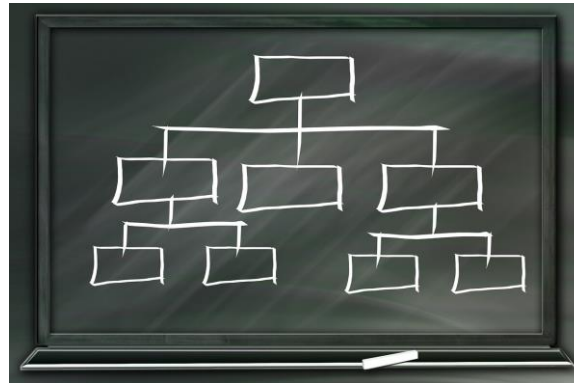
Assessing Culture through a Cultural Audit

Why strive for inclusive culture?

- **Higher job satisfaction**, especially among staff of color and women
- Lower turnover
- Higher productivity
- Higher employee morale
- Improved problem solving throughout the organization.
- Increased creativity and innovation
- Increased organizational flexibility and ability to learn from people at all levels
- Improving the quality of personnel through better recruitment and retention
- Decreased vulnerability to legal challenges
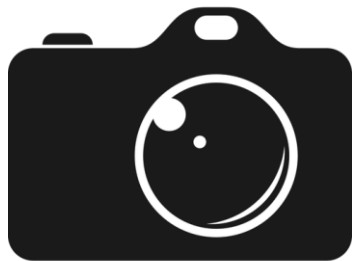
Organizations with inclusive cultures are:

6x more likely to be innovative

6x more likely to be agile (to anticipate change and respond effectively)

8x more likely to have overall better business outcomes

3x more likely to be high performing

2x more likely to meet or exceed financial targets

Source: *Bersin, Deloitte Consulting LLP, 2017.*

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What is a Cultural Audit?

- A cultural audit provides a snapshot assessment of the health of an organization's workplace culture

- Helps to identify threats and opportunities, enabling you to take corrective action before they become bigger issues

Purpose of Conducting a Cultural Audit

- Assess common behavior/actions of your organization and if it aligns with your values and strategy.

- Assess effectiveness of your working environment, employee engagement, internal communications, overall buy-in

- ***Is your culture supporting desired business goals?***

Workplace Cultural Audit:
Key Elements

- Discovery
- Analysis & Investigation
- Plan Development & Implementation
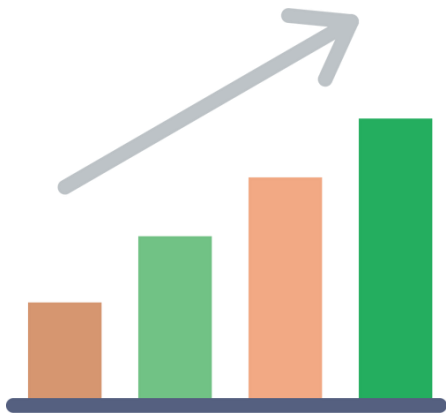- Communications

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Workplace Cultural Audit: Discovery

Take a deep dive into your organization's structure:

- Reviewing policies & procedures (*formal and informal*)

- Operations

- Physical Space (furniture, signage, ADA)

- Engagement & Employee Satisfaction

- Partnerships & Community Relations

Workplace Cultural Audit:
Analysis & Investigation

Developing your baseline and current state:

- Compare Data (*qualitative and quantitative*)

- Compile Organizational Information
  - Reviewing your organization's brand and reputation

- Identify Gaps

- Study Best Practices

Workplace Cultural Audit:
Plan Development & Implementation

Mapping your future and desired state:

- Evaluating your strengths and weaknesses
- Developing a **DEI Vision Statement/BHAG**
- Setting measurable goals
- Developing tactics to achieve those goals
- Measuring regularly

Workplace Cultural Audit: Communication

- Change Management

- Tiered Internal Communications

- Direction

- External Communication Plan

- Relationship Building

Next Steps

Adjusting Cultural Norms & Standards

- **Norms, Mores, Customs, Values**
  - Perfectionism vs. Culture of appreciation
  - Sense of urgency vs. developing realistic work plans
  - Quantity vs. Quality
  - Written communication vs. other forms of communication
  - Power hoarding vs. Inclusive leadership
  - Either/or thinking vs. acknowledging multiple viewpoints
  - Being polite vs. addressing conflict directly
  - Individualism vs. Collectivism
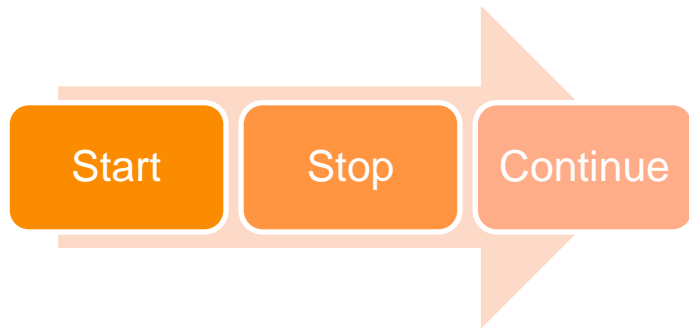
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Questions?

ekua@clementinegoldgroup.com

www.clementinegoldgroup.com

Resources

Deloitte Development: Culture Amp Case Studies

Knoetic: CPOHQ

Gartner DEI Metrics Toolkit

Articles, Books, etc.

Cultural Audits: How to Assess Your Workplace Culture (My Hub)