GTC CULTURE DNA – PULSE SURVEY

See how to develop your team's culture

Do you want to know how agile your team's culture is, and how to develop it?

The **GTC CULTURE DNA** allows you to easily understand your team's culture using five levels and the seven DNA elements of cultural agility. For each of the DNA elements of cultural agility, you can work out what level your team is operating at.

- The online **GTC-Culture DNA Pulse Survey** or **GTC-Culture DNA Cards** are effective ways to measure where your team currently sits in the original Agile Culture Development Matrix (presented at the end of this document).
- Once you know where you currently sit, you can plan with your team what's appropriate in your context – and how you're going to get there. You may find other tools and resources of interest here http://agilebusiness.org/culture and https://getagilemindsets.com/
- Assentire Ltd are specialists in Organisational Behavioural Design through assessment and gamification and have a range of offerings:
  - o The GrowThroughChange (GTC) Framework
  - o Agile Mindsets, exploring the implications Mindsets have on an organisation's capability and overall performance.
  - o The Accelerating Collaboration Everywhere® resources with 8-Hrs free eLearning. The resources associated with this past item are exclusively distributed by APMG International as part of the Facilitator Certificates https://apmg-international.com/ace

AGILE CULTURE DEVELOPMENT MATRIX

KEY:	Code	DNA Elements
	(PR)	Purpose and Results
	(AL)	Agile Leadership
	(WF)	Well-being and Fulfilment
	(CA)	Collaboration and Autonomy
	(TT)	Trust and Transparency
	(AC)	Adaptability to Change
	(IL)	Innovation and Learning

1: Surviving

PR:	Changes in direction and priorities are chaotic
AL:	Leaders prioritise fire-fighting and personal status
WF:	People feel demotivated and disengaged and cover up mistakes
CA:	Crisis mode prevails with unclear responsibilities and conflicting orders
TT:	A culture of everyone for themselves and knowledge is power so not shared
AC:	Changes are chaotic and uncoordinated, driven by immediate pressures
IL:	Experimentation is discouraged, and failure leads to blame. Little personal development

2: Stabilising

PR:	Predominantly Financial or Functional targets set with little alignment or buy-in
AL:	Leaders are authoritative and give orders but do not inspire
WF:	People keep their heads down and focus on delivering work to get paid
CA:	Functional silos exist with people tasked to deliver objectives rather than the common good
TT:	People don't feel valued and see some managers as manipulative. Information is not readily shared
AC:	There is a view 'if it is not broken don't fix it' so change is limited and seen as a risk
IL:	Very limited personal development and change is not encouraged

3: Secure

PR:	Some alignment of targets with goals incorporating customer value
AL:	Leaders are task focused. They engage in discussion to obtain buy-in not genuine feedback
WF:	People enjoy working with colleagues and are active in decision making but don't always feel valued
CA:	Tensions between business as usual & improvements; responsibilities still functional & hierarchical
TT:	Most managers and peers trusted but decisions made behind closed doors
AC:	Small changes are managed in process; larger ones often imposed and therefore resisted
IL:	People aren't encouraged to develop their ideas. Training is seen as secondary

4: Thriving

PR:	Individual and team goals aligned to clear, long-term customer focused vision
AL:	Leaders take responsibility for their actions, admit personal limitations and act on feedback
WF:	People feel valued with a good work-life balance, sometimes over-loaded but don't feel threatened
CA:	Cross functional collaboration 'the norm' with cases of successful autonomous teams
TT:	Generally open and honest but under pressure old behaviours resurface, undermining trust
AC:	Reactive change is well managed and implemented although there is a tension with operational needs
IL:	People are encouraged to develop with lessons learnt included into change projects

5: Transformational

PR:	A compelling, game-changing vision drives a passion to deliver
AL:	Leaders are selfless, supporting the needs of today and the vision of tomorrow
WF:	People achieve and are fulfilled at work and are vocal ambassadors for the organisation
CA:	A network of collaborative teams deliver change with an appropriate level of autonomy
TT:	Honesty, transparency and security allows knowledge sharing
AC:	Challenges sought with ideas rapidly tested. A strong operational core supports innovation
IL:	Reflection is seen as essential People happily admit and analyse their failures

The original matrix this work is adapted from

AGILE CULTURE DEVELOPMENT MATRIX

Level	Purpose and Results (PR)	Agile Leadership (AL)	Well-being and Fulfilment (WF)	Collaboration and Autonomy (CA)	Trust and Transparency (TT)	Adaptability to Change (AC)	Innovation and Learning (IL)
Transformational	A compelling, game-changing vision drives a passion to deliver	Leaders are selfless, supporting the needs of today and the vision of tomorrow	People achieve and are fulfilled at work and are vocal ambassadors for the organisation	A network of collaborative teams deliver change with an appropriate level of autonomy	Honesty, transparency and security allows knowledge sharing	Challenges sought with ideas rapidly tested. A strong operational core supports innovation	Reflection is seen as essential People happily admit and analyse their failures
Thriving	Individual and team goals aligned to clear, long-term customer focused vision	Leaders take responsibility for their actions, admit personal limitations and act on feedback	People feel valued with a good work-life balance, sometimes over-loaded but don't feel threatened	Cross functional collaboration 'the norm' with cases of successful autonomous teams	Generally open and honest but under pressure old behaviours resurface, undermining trust	Reactive change is well managed and implemented although there is a tension with operational needs	People are encouraged to develop with lessons learnt included into change projects
Secure	Some alignment of targets with goals incorporating customer value	Leaders are task focused. They engage in discussion to obtain buy-in not genuine feedback	People enjoy working with colleagues and are active in decision making but don't always feel valued	Tensions between business as usual & improvements; responsibilities still functional & hierarchical	Most managers and peers trusted but decisions made behind closed doors	Small changes are managed in process; larger ones often imposed and therefore resisted	People aren't encouraged to develop their ideas. Training is seen as secondary
Stabilising	Predominantly Financial or Functional targets set with little alignment or buy-in	Leaders are authoritative and give orders but do not inspire	People keep their heads down and focus on delivering work to get paid	Functional silos exist with people tasked to deliver objectives rather than the common good	People don't feel valued and see some managers as manipulative. Information is not readily shared	There is a view 'if it is not broken don't fix it' so change is limited and seen as a risk	Very limited personal development and change is not encouraged
Surviving	Changes in direction and priorities are chaotic	Leaders prioritise fire-fighting and personal status	People feel demotivated and disengaged and cover up mistakes	Crisis mode prevails with unclear responsibilities and conflicting orders	A culture of everyone for themselves and knowledge is power so not shared	Changes are chaotic and uncoordinated, driven by immediate pressures	Experimentation is discouraged, and failure leads to blame. Little personal development