

TIME TO EXERCISE!

Chapter One: Diagnosing the Current State of Your Organization's Culture

At the end of each chapter, take some time to reflect on what you've just read. For this chapter, consider the current state of your culture. Grab a pen and paper, and take a moment to answer the following reflection questions as a guideline:

1. How do you define organization culture?

2. Is there a shared definition within your organization?

3. How important is culture to you and your team?

4. Who is responsible for culture in your organization?

5. How does organizational culture impact key business outcomes like productivity, innovation, or customer satisfaction?

6. How can strengthening your organizational culture drive improvements in areas like talent acquisition, brand reputation, and customer loyalty?

7. How deeply ingrained is your culture?

8. What examples of your culture have played a role in the success (or failure) of significant initiatives in the past?

9. What role do you believe your cultural values play in enabling risk taking and empowering employees to share new ideas?

10. Will you work consistently and intentionally to create a culture that drives results?

Now, you can decide if you are ready to make a change!

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Chapter Two: Addressing the Disconnects

Now that you've finished this chapter, take some time to reflect on what you may do differently based on what you just read.

To help you consider this, take a moment to answer the following reflection questions on the current state of your organization.

REFLECTION QUESTIONS

1. What are your Purpose, Vision, Values, and Strategic Initiatives?

2. Do your employees know your company's Purpose, Vision, Values, and Strategic Initiatives?

3. How often do you talk about your Purpose, Vision, Values, and Strategic Initiatives?

4. Do your employees behave in ways that demonstrate your company's core values?

5. What information would you need to accurately answer the following cultural questions?

- Who are we?

- What do we do?

- Why do we do it?

- What do we want to be?

- How should we behave in the process of achieving our objectives?

- How are we going to get there?

START THE CONVERSATION

In addition to the above reflection questions, commit to meeting with your head of HR and the rest of your executive team to talk to them about the state of your culture and determine whether you want to dive in and do the work of intentionally creating a culture aligned with your strategic direction.

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Chapter Three: Setting the Agenda with Your Executive Team

Start planning your meetings to align your executive team. If you need a place to start, you can find a sample agenda on the following page. You can also find a more detailed breakdown of the agenda, with an explanation of each section and bullet point, at the QR code at the end of this chapter—along with the sample agendas.

Executive Team Off-Site Agenda

LOCATION: TBD

MEETING PURPOSE

Take the time to build relationships and create a shared vision for our future that builds trust both in each other and in our direction.

DESIRED OUTCOMES

- Create collective Purpose, Vision, Values, and Strategies.
- Create our strategic priorities that will allow us to live our Purpose and achieve our Vision.
- Develop trust in relationships and the team.
- Align the team to lead as one.

GROUND RULES

- Be present.
- Wear your enterprise hat.
- Follow the “inquiry before advocacy” precept.
- Ask questions and share opinions.
- Silence = acceptance; acceptance = commitment.
- Assume positive intent.
- Focus on continuous improvement.
- Anyone can call a swirl.

SAMPLE SCHEDULE

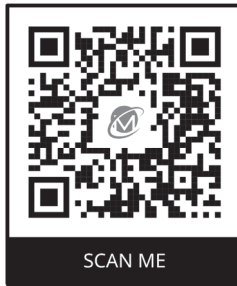
WHEN	WHAT
[Date]	
9:00 a.m.	Welcome and introduction
9:15 a.m.	Creation/review of our collective mission statement
10:30 a.m.	Creation/review of our vision for the future
11:45 a.m.	Lunch
12:30 p.m.	Creation/review of our shared values
1:45 p.m.	Creation of our three-year strategic initiatives
3:00 p.m.	Team-building exercise



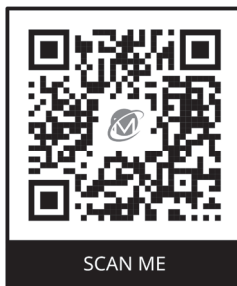
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Chapter Four: Defining the Role of the Manager for Organizational Success

Take some time to consider the role of the manager. Create a “Role of the Manager” document defining the unique and special expectations of the role of manager in your company. You can find an example to help guide you at the QR code below.



You can also take a deeper dive into a number of management topics at my blog, which can be found at the QR code below. *(This blog is a resource for all managers who are looking to build up their managerial skills!)*



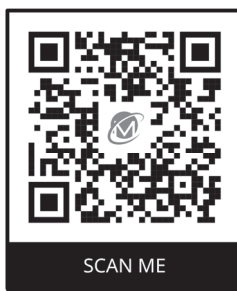
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Chapter Five: Getting to Know Your Employees

If you want to align your company, it helps to know your employees! Start by getting to know your people. You can start by scanning the QR code below to access the personal inventory questionnaire, which offers a jumping-off point for getting to know the personalities and interests of the people at the heart of your organization.

An additional way to engage your employees is to ask them the questions below when you meet with them for their one-on-ones:

1. How is your employee experience?
2. Is there anything I can do to make your experience better?
3. Is there anyone I should recognize for supporting you and living our values?



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Chapter Six: Exploring Your Organization's Structure, Processes, and Decisions

Take some time to evaluate your organization's foundation:

1. Does your current structure support collaboration and efficiency, or does it create silos and redundancy?

2. Do your processes make living your values easy or difficult for people?

3. Where are decisions made in your organization? Does this align with your cultural aspirations?

4. Identify one structural element, one process, and one decision-making practice you could adjust to better support your desired culture.

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Chapter Seven: Energizing Your People to Invigorate Your Culture

Take some time to evaluate how well you're energizing your culture:

1. How effectively does information flow through your organization? Do employees understand the "what" and the "why" behind decisions?

2. Do your rewards systems recognize and reinforce the behaviors that align with your values?

3. How are you developing your people in ways that strengthen cultural alignment?

4. Identify one communication practice, one reward mechanism, and one development opportunity you could enhance to better energize your culture.

You can find an environmental systems diagnostic tool at the QR code below, which will help you assess all six environmental elements and identify areas for improvement.



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Chapter Eight: Establishing Culture Continuity for Organizational Longevity

As you think about how you want to keep your culture thriving, take a moment to consider the following questions:

1. How do you see your culture evolving in the next few years as the company scales or new employees join?

2. What role will organizational culture play in shaping the company's future competitive advantage?

3. How can we ensure that our culture remains a driver of success as we continue to grow, diversify, and expand into new markets?

4. When did you last discuss culture with your team?

5. How often do you discuss your Purpose, Vision, Values, and Strategies?

6. What changes or uncertainties are you facing that cause concern about your culture?

7. Is your culture where you want it to be?

8. How resilient is your organization in swerving with the inevitable changes that will come your way?

