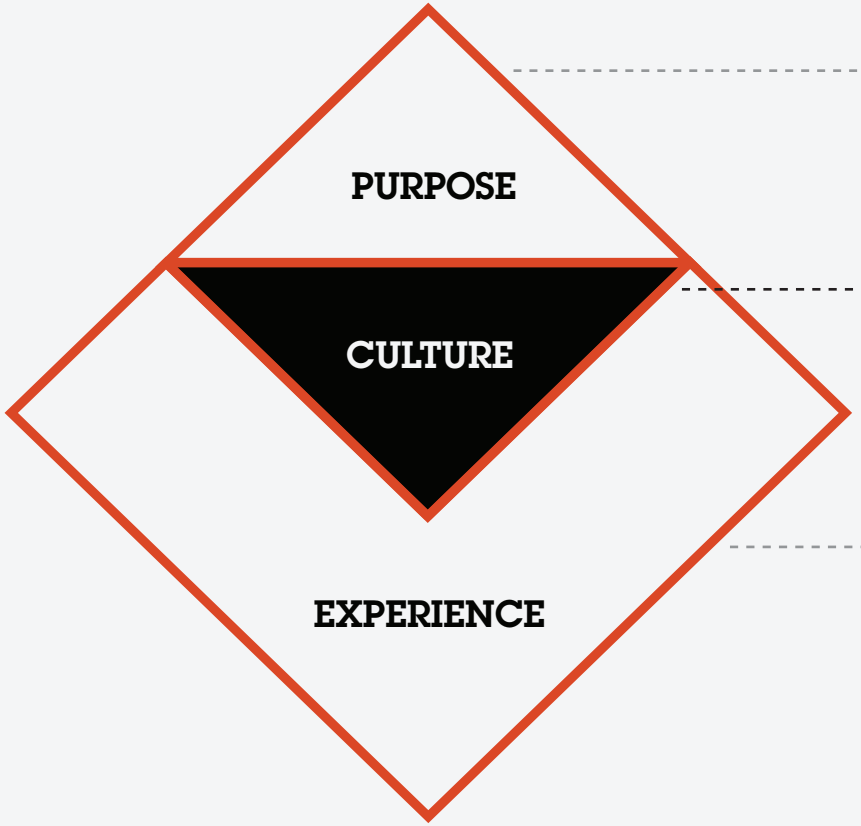
How well does your culture reinforce the behaviors that bring your purpose to life?



Define who you are

It all starts with having a clear sense of what you're authentically about.

Design your culture

If you want to thrive in the market, start by nurturing the right behaviors in your culture.

Share it with the world

Once you're living your ideals in your culture, you can confidently share them with the world through brilliantly compelling products, communications, and experiences.

The best way to be known for something is to actually be that. Which means that having a great brand is about *being* a great organization.

Why use this tool

Culture is the most powerful tool leaders have to insure that an organization stays true to what it stands for. But over time, culture becomes misaligned with the organization's purpose and values.

And to make matters worse, the various cultural elements become misaligned with each other, leaving people to guess what really matters.

As this unfolds, people start to behave in ways that erode the distinctiveness of the organization and make it vulnerable to competitors that maintain fidelity to their ideals.

What you'll get out of it

This tool will help you assess your culture to see how well it's helping you live your purpose and values. You'll learn:

How well your culture reinforces the behaviors that bring your purpose to life

How unified or fragmented your culture is as a system

With this information, you can decide whether you need to reinvigorate your culture.

For help with that, check out the Rule No. 1 tool titled "How to design a culture true to your unique purpose and values" which you can find in the Toolbox section of our website.

Before you start

This tool is about assessing how well your culture is helping you live your purpose and values. If you haven't yet defined your purpose and values, you've got to tackle that step first.

(You don't have to call it a "purpose", you can call it a mission or, if you're feeling frisky, you can call it your raison d'être. But whatever you call it, you need it.)

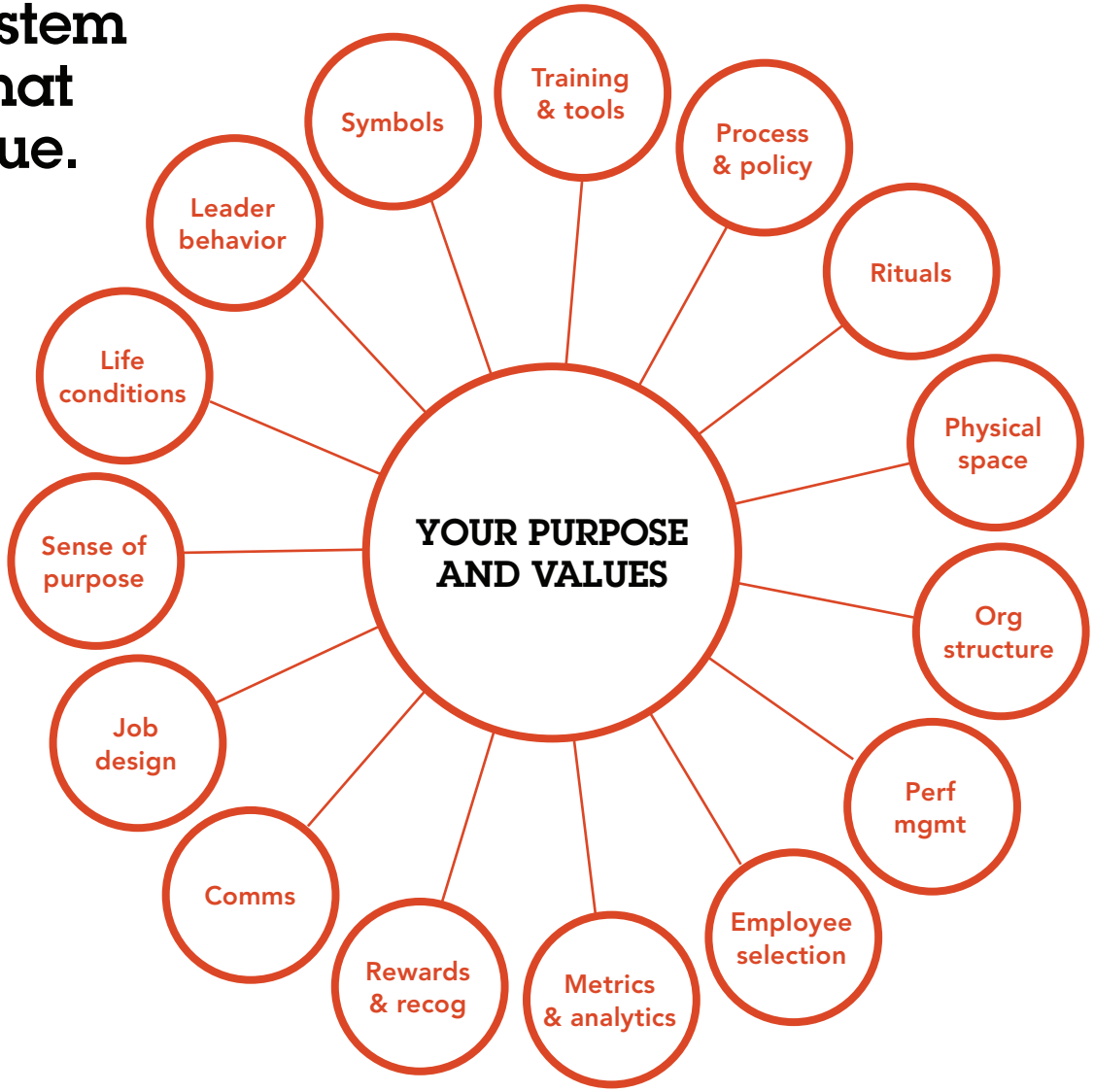
Once you've got that done, come back to this tool and assess away.

If you want a thought partner, reach out.

I love thinking about these challenges and I'm always happy to help.

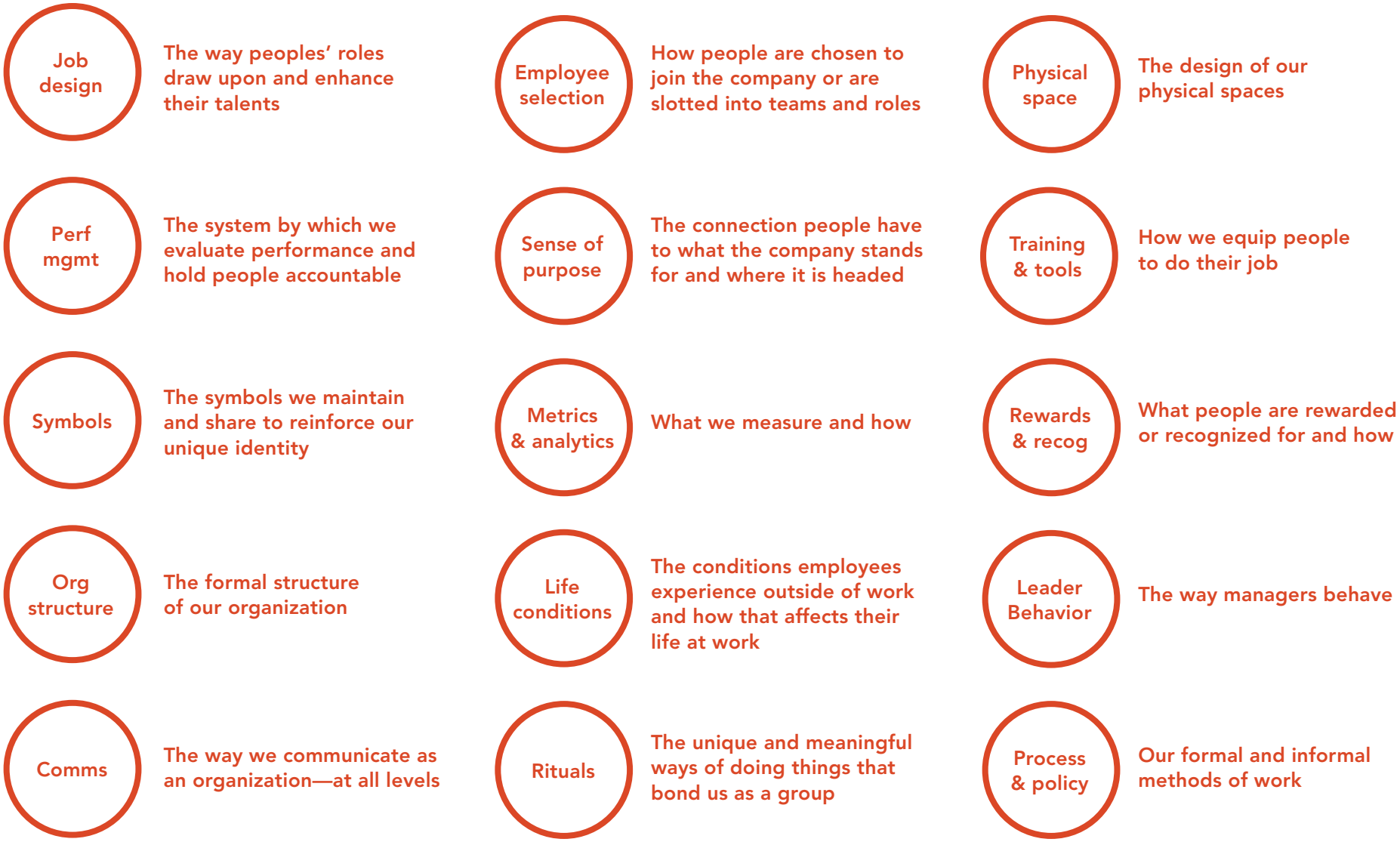
Adam
adam@rulenol.co

Great cultures work as a system to reinforce the behaviors that make an organization unique.



Turn the page for a closer look and assessment.

The fifteen elements of culture



1 Assess: Experience

Assess how well your culture reinforces the behaviors that bring your purpose to life.

1.1 For each statement, mark the number that best represents your company.

1.2 To find your company's average score,

$$\frac{[\text{ all scores added together }]}{15} = \square$$

		Hell no	Barely	Sort of	Mostly	Completely
Training and tools	Our people are trained and equipped with everything they need to excel	1	2	3	4	5
Physical space	Our physical spaces inspire and activate the behaviors we value	1	2	3	4	5
Process & policy	Our formal and informal methods of work foster the behaviors we value	1	2	3	4	5
Rituals	We have unique and meaningful ways of doing things that bond us as a group	1	2	3	4	5
Org structure	Our structure places people who most need to collaborate, in the same unit	1	2	3	4	5
Performance management	We give our people the feedback and coaching they need to excel	1	2	3	4	5
Metrics & analytics	We measure and analyze only what really matters	1	2	3	4	5
Communication	The messages we send consistently reinforce the behaviors we value	1	2	3	4	5
Leader behavior	Our managers at all levels model the behaviors we value	1	2	3	4	5
Symbols	We reinforce our unique identity with a rich set of symbols	1	2	3	4	5
Sense of purpose	Our people feel deeply connected to what the company stands for and where we are headed	1	2	3	4	5
Job design	We put people in roles that make the most of their talents and enable them to grow	1	2	3	4	5
Employee selection	Our people see the company as a platform to be the best version of themselves possible	1	2	3	4	5
Life conditions	We help our people have rich, healthy, happy lives outside of work	1	2	3	4	5
Rewards and recognition	We reward and recognize people for the right behavior	1	2	3	4	5

2 Assess: Coherence Instructions

2.1 For the first 15 elements of culture: Think about how your company does it and what message that sends.

Write the message at the top of the first column.

2.2 Put an X in the cell to match the element and message.

2.3 Move down to the next element.

If it sends the same message as one you've already done, mark X in the same column.

If it sends a message you haven't written yet, add that message to the top of a blank column.

2.4 Keep going until you've identified the message that each of the 15 culture elements is sending at your organization today. If you have more than 4 messages... Don't worry. Take a deep breath. Then consider calling Rule No.1 for professional help.

When you're done, you should have 15 Xs in total on the sheet.

2.5 To get a percentage for each column,

$$\frac{[\text{ number of Xs in column }]}{15} \times 100 = \square$$

TIP Don't word-smith or draw fine distinctions. The idea here is to see how many very different messages your culture is sending today, not to be highly nuanced.

2 Assess: Coherence

	2.1 20% We believe in innovation	2.3 20% Don't screw up.	40% Financial performance matters more than anything	2.5 20% We're here to help others
Training and tools	2.2 X			
Physical space	X			
Process & policy		X		
Rituals	X			
Org structure			X	
Performance management			X	
Metrics & analytics			X	
Communication				X
Leader behavior		X		
Symbols				
Sense of purpose				X
Job design		X		
Employee selection			X	
Life conditions				X
Rewards and recognition			2.4 X	

example

2 Assess: Coherence

Fragmentation

Total number of messages you captured: 4

The more messages you're sending with your culture, the more fragmented your culture is and the more confused your people will be about how to behave.

Ideally, your culture sends one message—your purpose.

Unification

Highest % captured for any single column: 40%

The higher the number, the more your culture elements are united in support of a single message.

100% may be unrealistic for a large organization but 50% means that at most, only half of your culture is effective.

Fit

2.6 To find % of culture elements that reinforce your purpose: 20%

Find the column that has the message that is your purpose. If you don't see it... call Rule No.1.

$$\frac{\text{[number of Xs in purpose column]}}{15}$$

It's not only important that your culture elements unite behind a single message. It's critical that they reinforce the **right** message.

Your "unification" score could be high, but telling the wrong story!

If that's the case, it's worth asking whether the purpose you've articulated is just wishful thinking. Maybe your culture is telling you something about what the company's true purpose is.

example

2 Assess: Coherence

Assess how unified or fragmented your culture is .

Training and tools				
Physical space				
Process & policy				
Rituals				
Org structure				
Performance management				
Metrics & analytics				
Communication				
Leader behavior				
Symbols				
Sense of purpose				
Job design				
Employee selection				
Life conditions				
Rewards and recognition				

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Fit

2.6 To find % of culture elements that reinforce your purpose:

Find the column that has the message that is your purpose. If you don't see it... call Rule No.1.

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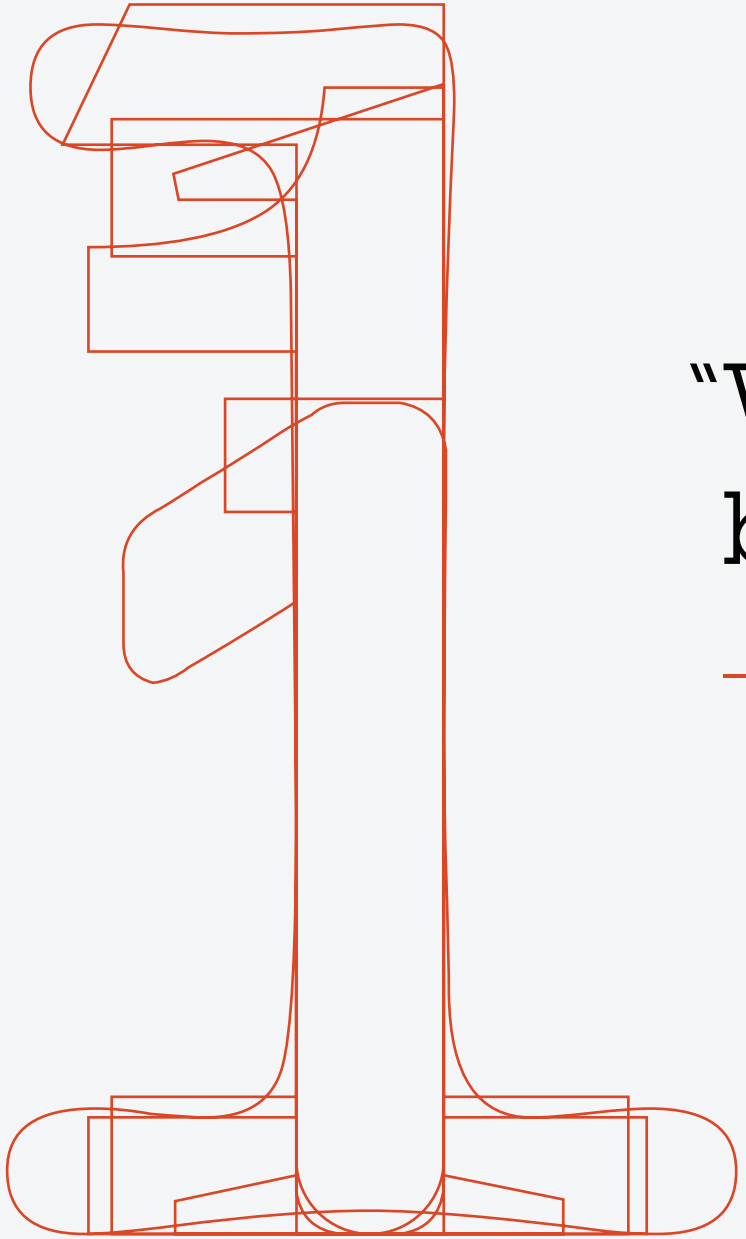

"Whatever you are,
be a good one."

–Abraham Lincoln

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