

Imbalanced vs. Balanced Culture Assessment

Culture is not intangible; it shows up in the day-to-day work people do. Take a look at the below chart to see how key measures of culture are working in your company.

Activity	Imbalanced Culture “0 Rating”	Balanced Culture “5 Rating”	Culture: Rate 0-5	Your Culture: Characteristics
Teamwork	Sponsorship unclear; goals not linked to strategy or vision; unrealistic timelines; roles fuzzy.	Aligns with vision and strategy; cross-functional, members empowered and skilled to implement recommendations.		
Communication	One-way “telling”; more information than meaning; reinforces boundaries (e.g., function).	Clarifies direction, two-way feedback-driven; answers, “why are we doing this” and “how does this support our vision?”		
Meetings	Start late; vague agenda; wrong players; unclear action plans.	Start and end on time; clear goal <i>and</i> agenda; used for planning and problem solving; support action.		
Customer Interface	Requires customers to work hard, no coordination across business unit or functions (e.g., sales to customer support).	One point of contact; employees responsive and align with unhappy customers; training and development is ongoing and includes direct exposure to customers.		
Problem Solving and Decision Making	Analysis replaces action; is often wrong problem or a band-aid fix; minimal points of view considered.	Addresses root cause, predictive vs. reactive; multiple perspectives; bias for action.		
Feedback	Blame-oriented; only given during performance reviews and mistakes; fear is the driver; no clear process.	Viewed as critical to success; constructive and common “lessons learned” process; focuses on coaching and mentoring.		

This tool is part of our Strategic Alignment/Culture Assessment process. Check out more details on our website at <http://www.jacksonandschmidt.com/services>

A score below 18 indicates significant red flags in the culture that must be dealt with if you're going to succeed at change and sustain competitive advantage in your market (Unless you are the government or a monopoly!). Where you begin depends on what's most important to your strategy – companies with a customer-focused strategy will begin in a different place than a company with a product-innovation or low-cost strategy.

A score between 18 and 30 indicates a targeted opportunity to improve the culture to more directly and completely drive your strategy.

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