

## The Culture Imperative:

Building the next cycle of culture to support workers across all realms – physical, virtual & hybrid.



# What is culture?



“A set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior in various situations.”\*

*How “shared” are the values = culture*

Source: Responding to Organizational Identity Threats: Exploring the Role of Organizational Culture (Academy of Management Article by Davide Ravasi & Majken Schultz)

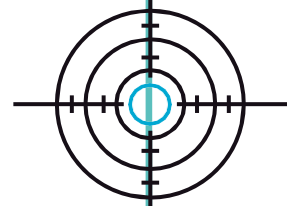


Culture is how values are represented within a business everyday

- *The Board owns the values*
- *CEO/C-Suite are the stewards of those values*



# Culture is More Important than Ever Before



It's always been culture that determines success – especially during challenging circumstances and change



Unprecedented and forced changes brought on by the pandemic



Workers are asking themselves “What’s right for me?”



Successful companies must ask themselves “What’s right for us?”



# What's at stake?



The ability to understand and measure **culture** is essential for businesses to protect and define their future



The ability to identify **organizational risk** emerging from **tumultuous times**



The ability to retain and attract top talent



The ability to be productive and profitable





# An Assortment of Indicators

Do companies really have a handle on their culture to attract and keep workers?

**52%**

of those in jobs less than 3 months  
are looking to move again

**57%**

of those in jobs less than 6 months  
are looking to move again

*Source: Lattice survey featured in Fortune 5/4/22*





## Culture and the Workplace

**66%** of workers like their company culture

**56%** of workers actually feel connected to culture

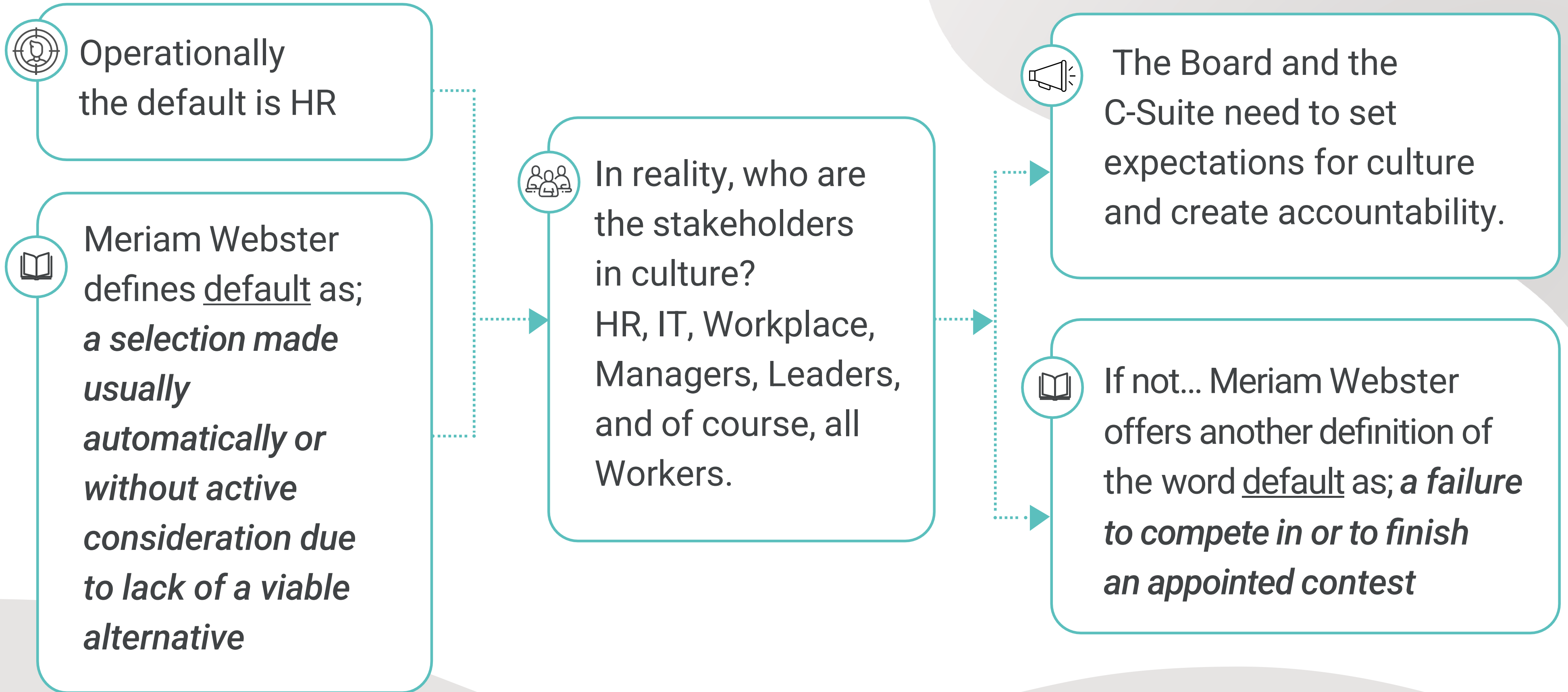
➡ Workers want **choice** as it pertains to remote/hybrid/in- office

➡ Workers have a better connection to company when **in-office**

*Source: Cushman & Wakefield XSF data*



# Who Owns Culture?





# What traditionally has not worked?



## Linear and disparate inputs for culture measurement



### Program / Rollout KPIs

Assess the *level of participation* in culture and behavior-change efforts, starting at kickoff (i.e. number actively involved in a culture initiative, number of culture-related articles published on the company intranet, metrics regarding their views and shares)



### Anecdotes & Observations

Personal *observations* of people doing something outside the norm, big or small, recorded and shared across the organization (i.e. commitment to team-work, reducing an organization's hierarchy, leader-ship seen as more approachable)



### Behavioral KPIs

Periodic *pulse surveys* that track how behaviors spread over time representing a metric that comes directly from employees (i.e. rating certain questions and statements, alignment to leadership's decisions, level of collaboration, etc.)



### Business KPIs

Relevant business KPIs that may be affected as a direct or indirect result of the *spread of behaviors* (i.e. encourage customers to provide feedback on products and services)

*Historically, these have not been entirely helpful for Boards...*



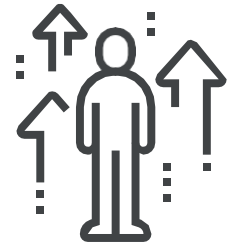
# Unplugging from Space Brings a New Paradigm for Culture

- Culture is no longer dependent upon where you work from
- We unplugged from space
- We can't unplug from leadership, organization, talent & tech
- What's right for us?





# The New Context of Culture



An engaged and productive workforce **from anywhere:** Remote /hybrid /in-office



The ability to identify and measure the overall culture that is the “sum of all the parts”

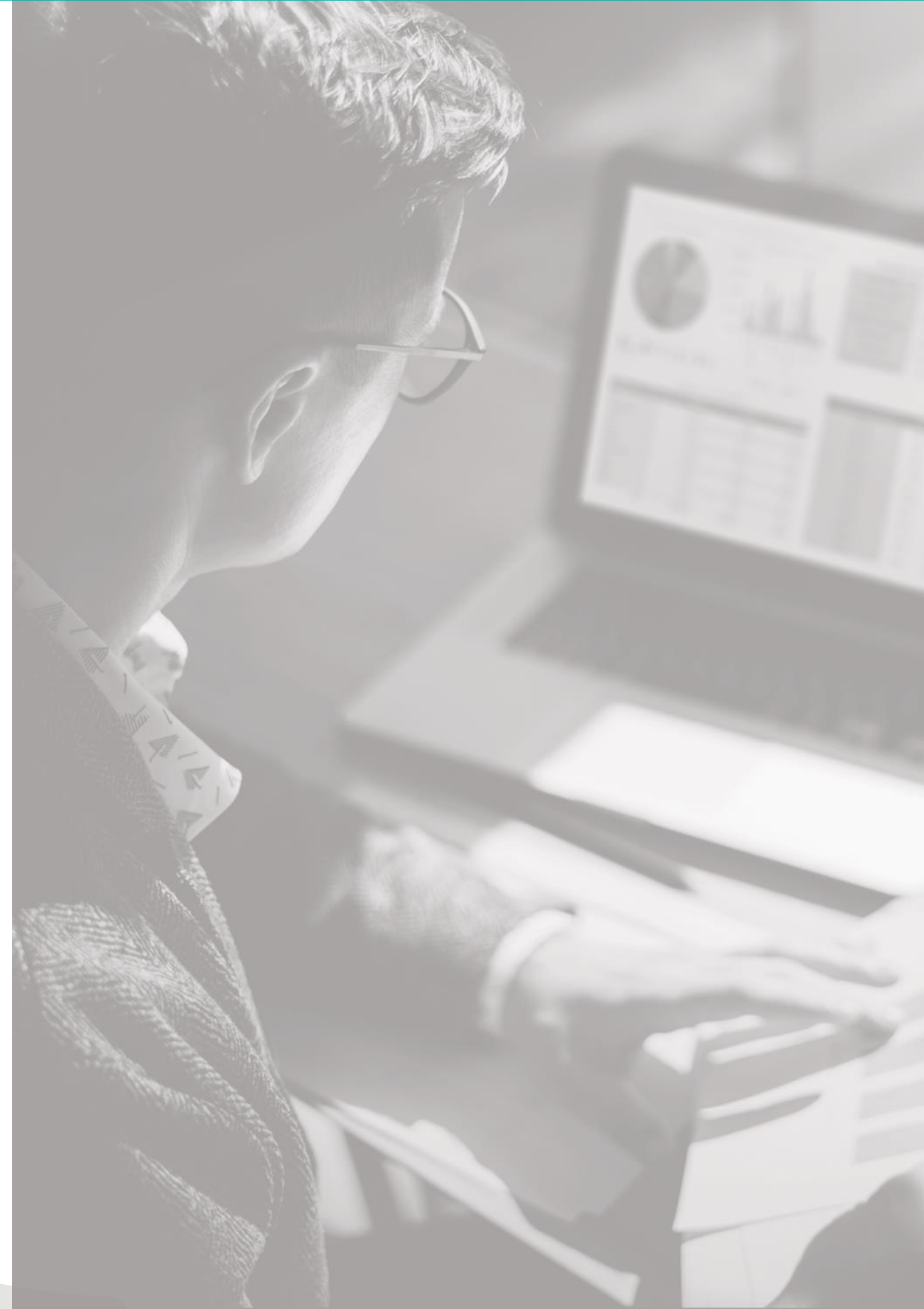


The ability to identify and measure the **variety of worker needs** that create sub-cultures within the organization



# A Strategy to Achieve “What’s Right for Us?”

- ① Leverage Data to uncover organizational risk that must be addressed as well as strengths to exploit
- ② Maintain a macro view of the business’ culture
  - Less reliance on operational tools and platforms that are linear and domain focused
- ③ The Board and C-Suite need access to simple and powerful health metrics for culture
  - Culture and Sub-culture profiles
  - Strength of the culture
  - Consistency of the culture







# Governance to Measure & Understand Progress



Data driving stakeholder ***transparency and accountability***

- HR, IT, Leadership, Managers, CRE/Workplace



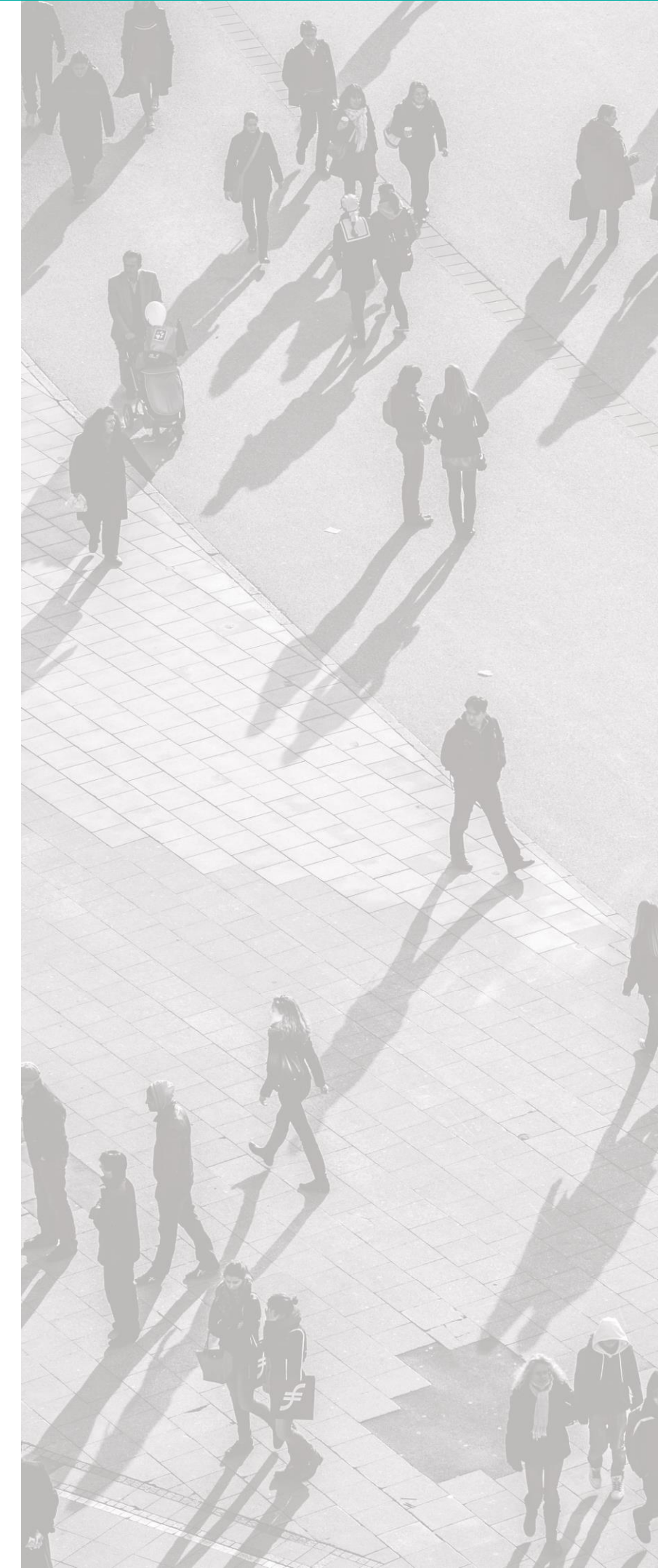
## ***Vertical Alignment***

Leaders and managers understanding what levers to pull specific to their department or team



## ***Horizontal Alignment***

Highlighting invisible speedbumps that are organizational risks ***or*** strengths to exploit







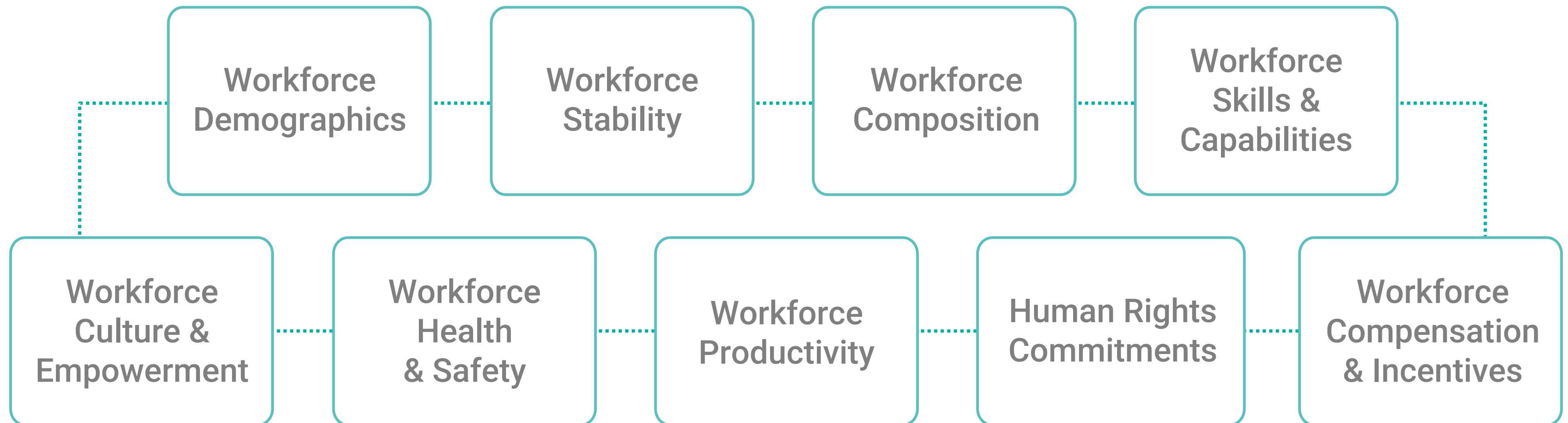
# Deeper Regulation on the Horizon



Requiring businesses to disclose unforeseen risk “of material”

## *Human Capital (HC) Disclosure*

(Item 101 of SEC Regulation S-K)



*Driving the need for Board led Strategy & Governance*

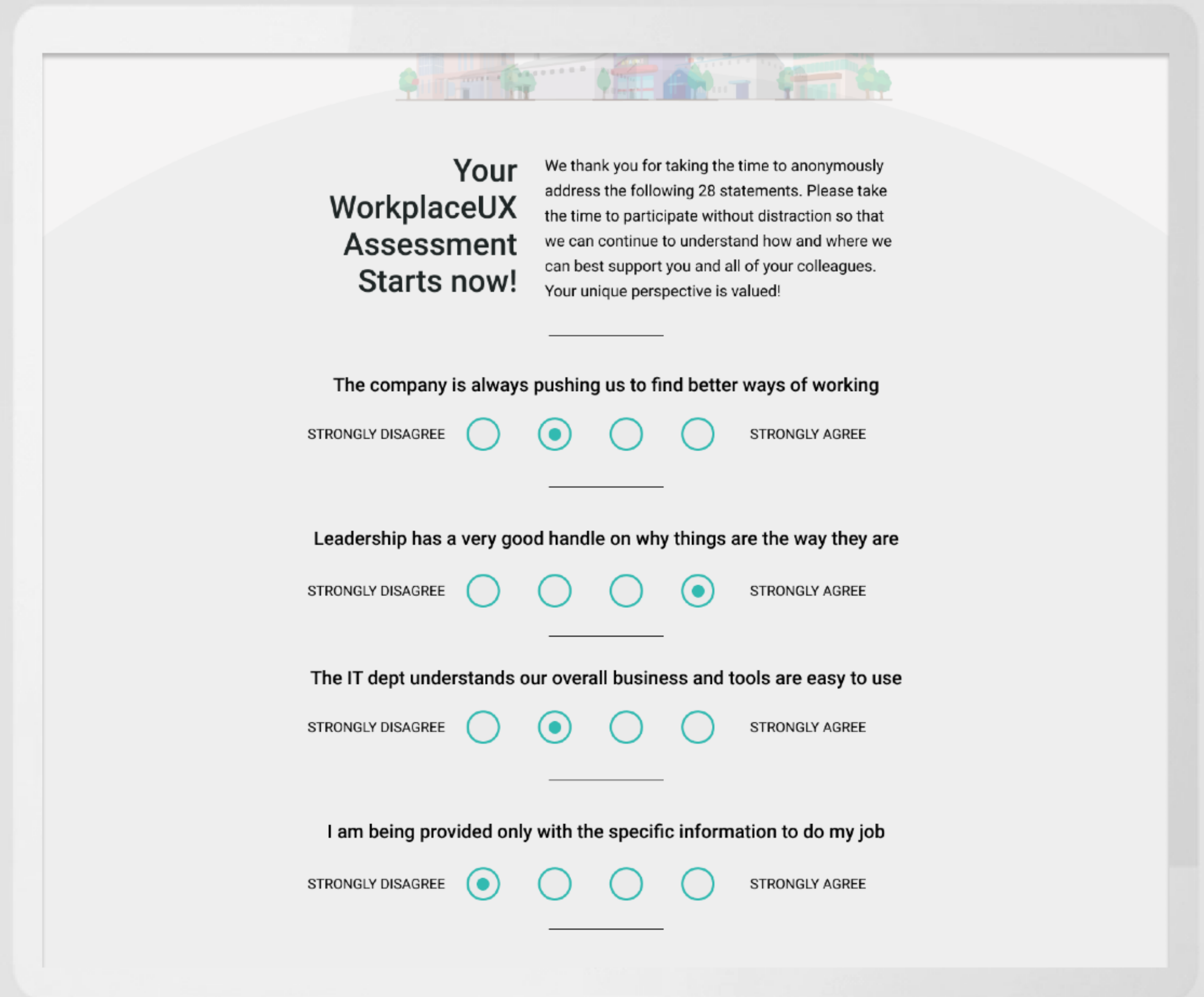
## How it Works: Data Collection

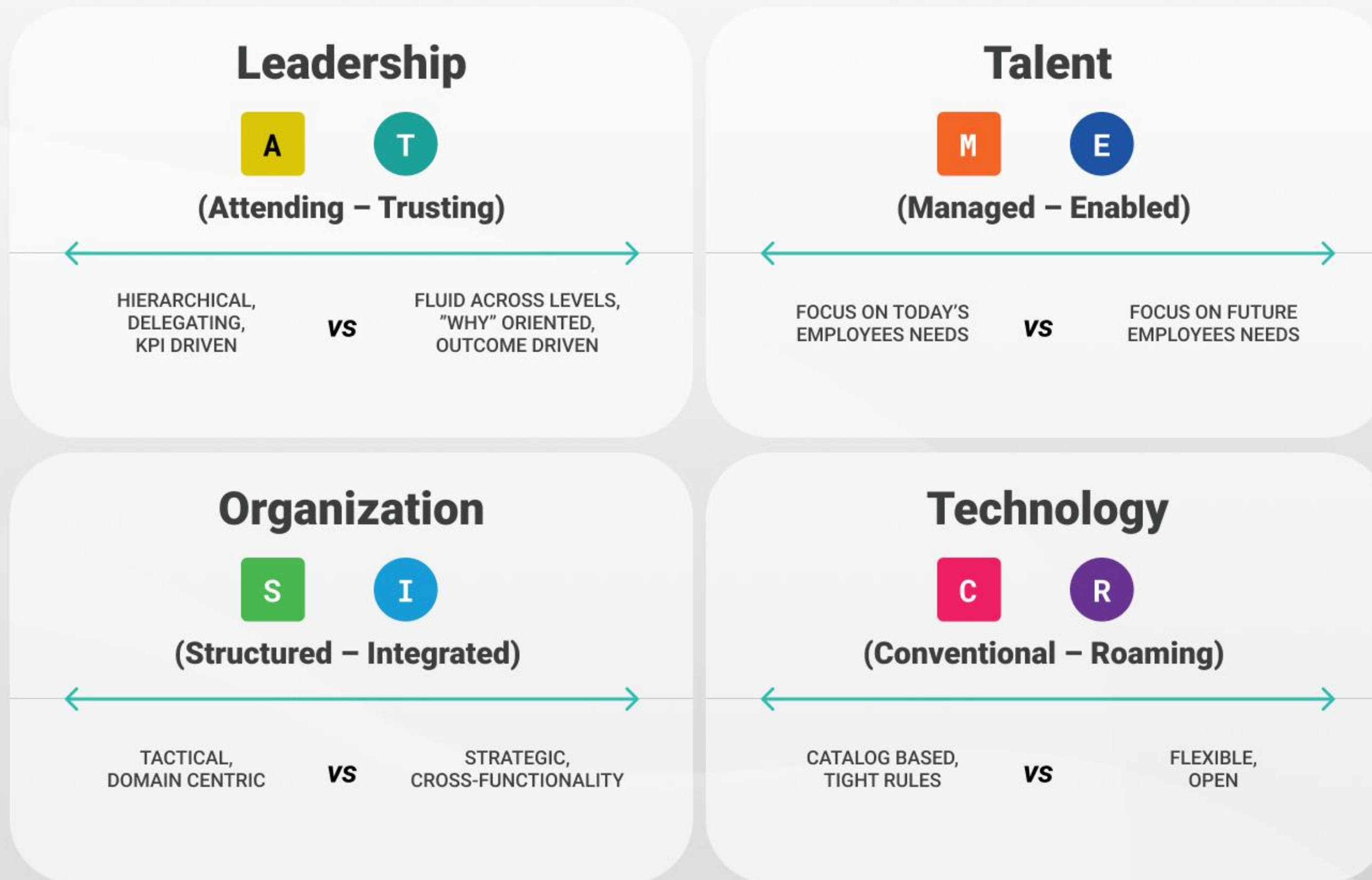


### Collecting insights via 28 statements (4 dimensions, 7 statements each)

Sector	Financial Services
Location	San Francisco
Department	Marketing
Team	Digital Media
Generation	Millennial
Gender	Female
Ethnicity	African American
Tenure	Less than 1 year

**Patent pending**

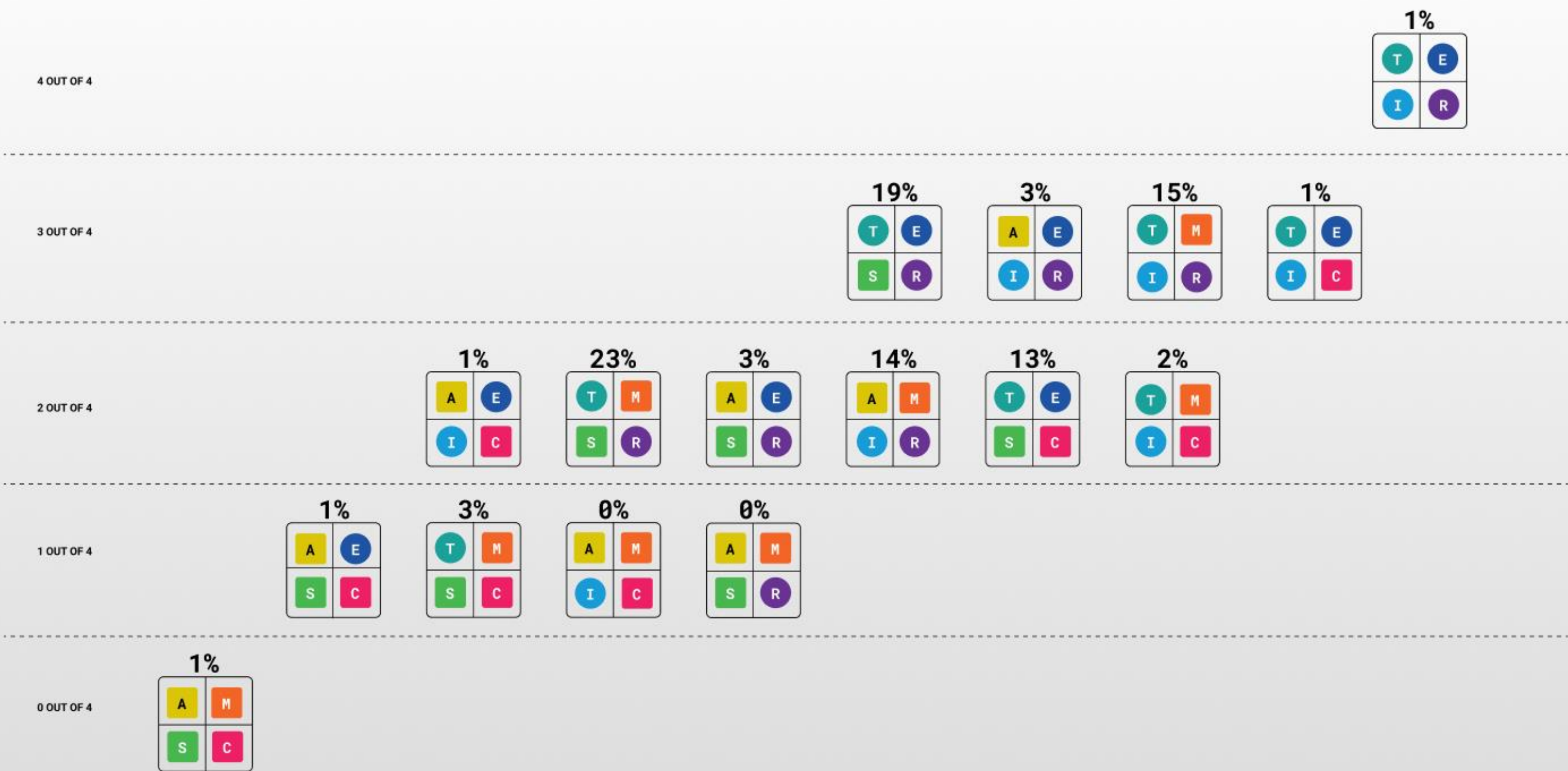




Patent pending



# How it Works: The CAP Distribution Model & CPI/CFI



Patent pending



- **Strength 0-100**
- Shows the strength of your profile
- The closer to 100, the higher and to the right it is



- **Consistency 0-100**
- The closer to 100 shows a tighter array of profiles/culture experience
- The lower the number the wider the experience, perspective of workers re: culture



## Culture Alignment Profile (CAP)

Leadership

A

Talent

E

Organization

I

Technology

C

Patent pending

## Culture Indices

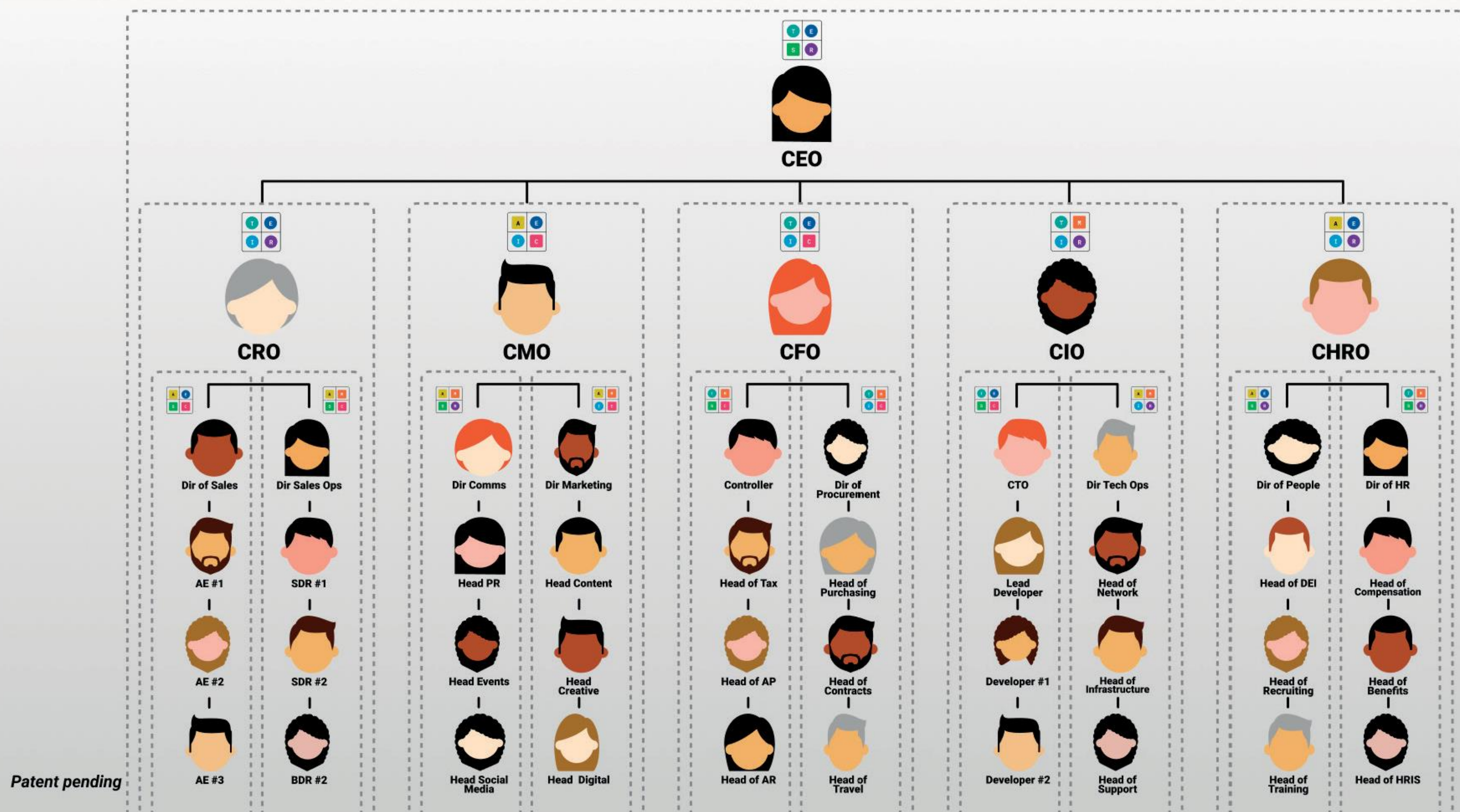


Strength



Consistency

# The Codification Of Culture: Aligning Leaders, Managers & Workers





## Start Where You Are

### Remote Enabled



Outside Sales



Marketing



Corporate  
Communications

### Close to Remote Enabled



IT



HR

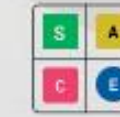


Account  
Management

### Not Remote Enabled



Finance



Facilities



Procurement

- By Dept/Team
- By Location
- By Generation

- By Dept/Team
- By DEI
- By Generation

- By Dept/Team
- By Location
- By DEI

*Patent pending*



## DEI



Male



Female



African American



Latino

- By Dept/Team
- By Location
- By Generation

*Patent pending*



## Geography



New York



Toronto



San Francisco



Wichita

- By Dept/Team
- By DEI
- By Generation



## Generational



Baby Boomer



Gen X



Gen Y (Millennial)



Gen Z

- By Dept/Team
- By Location
- By DEI





## Summary/Takeaways

1

Today's challenges demand the **Board & C-Suite** take responsibility for culture

2

Need to rise above the operational view and drive **Macro Business** value

3

**Transparency & buy-in** from all culture stakeholders – Leadership, Managers, HR, IT, etc.

4

**Governance** for the Board & C-Suite to be aware of invisible speed bumps and the ability to address organizational risk

# HELIX2



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