

Cultural Transformation Toolkit



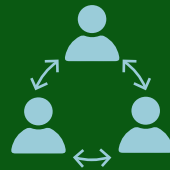
ACHIEVE
CENTRE FOR LEADERSHIP

**We believe that everyone deserves
to like where they work.**

ACHIEVE's Core Beliefs



We believe that workplace culture deserves attention



We believe in collaborative leadership



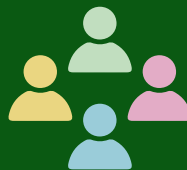
We believe that our responses to conflict matter



We are dedicated to ongoing development



We value our relationships with Indigenous communities



We value diverse cultures and identities

The current state of your workplace culture could be adversely affecting overall success. This is often manifested through:



Increased employee turnover



Reduced productivity



Elevated levels of absenteeism



Potential long-term damage to the organization's reputation

There is a pressing need to address these cultural challenges strategically, fostering a **positive and inclusive** work environment that not only enhances employee **well-being**, but also directly contributes to improved organizational **performance, innovation, and sustained growth**.

Without a proactive intervention to reshape workplace culture, organizations may face continued **financial losses, difficulty attracting top talent, and a compromised ability to adapt** to the evolving demands of the market. This ultimately **jeopardizes its long-term viability and competitive standing**.

Cultural Transformation Checklist



Download the Cultural Transformation Toolkit



Take our assessment

Complete the **Workplace Cultural Health Assessment** to learn where your organization stands. For the best results, this assessment should be done organization-wide! Let us know if you need any help with this step.



Debrief with our consulting team

If the assessment shows that your workplace could use some help, we can build out a plan for you.



Explore ACHIEVE's workplace culture resources

Subscribe to our **ACHIEVE Workplace Culture Podcast** or browse our **resource library**.



Check out more of our workplace culture resources at achievecentre.com

The Cost of Doing Nothing

Employee Turnover

\$680 Billion

Approx. cost of voluntary turnover for US businesses

Work Institute 2020 Retention Report

13x

Likelihood of disengaged employees to look for new jobs compared to engaged employees

Gallup

Healthcare Costs

50%

Increased healthcare costs in high-stress work environments

Journal of Occupational & Environmental Medicine

Recruitment

77%

Percentage of job seekers that consider a company's culture before applying for a job

Glassdoor's Mission & Culture Survey

Absenteeism

\$1 Trillion

Productivity lost per year due to depression and anxiety disorders

WHO

Negative workplace experiences



Increased sick leave

Journal of Applied Psychology

Innovation & Creativity

30x

Likelihood of employees to be high-performing at innovative workplaces versus non-innovative places

Deloitte

Customer Satisfaction

12%

Higher customer satisfaction at companies with satisfied employees

University of Warwick

Productivity Loss

- ↑ **37% Absenteeism**
- ↓ **18% Productivity**
- ↓ **15% Profitability**

Characteristics of disengaged employees vs those who are engaged

Queens School of Business, Gallup

21%

Productivity increase of a highly engaged workforce

Harvard Business Review

Legal Consequences

Harassment & Discrimination

Claims that may be filed against organizations with poor workplace culture

It's essential to note that these statistics highlight the broad impact of workplace culture on various aspects of business performance. Creating a positive and inclusive workplace culture is not only beneficial for employee well-being, but also contributes significantly to the overall success and sustainability of business.

How to Foster a Healthy Workplace Culture Cheat Sheet



1 Involve staff in articulating how your values are expressed day-to-day.



5 Assess the strengths of each team member and make them known to their colleagues.



2 Ask people if their talents and interests are being tapped into.



6 Deal with conflict quickly and with care.



3 Ensure that leaders are expressing care for the people on their teams.



7 Regularly assess your workplace culture.



4 Provide time for people to interact with each other outside of their daily tasks.

How to Create a Healthy Workplace:

FOCUS ON CULTURE, NOT PERKS!

6 KEY ELEMENTS OF A HEALTHY WORKPLACE CULTURE

1

Communicate your purpose and values

2

Provide meaningful work

3

Focus your leadership team on people

4

Build meaningful relationships

5

Create peak performing teams

6

Practice constructive conflict management

Learn More

Read *The Culture Question: How to Create a Workplace Where People Like to Work*.



Workplace Cultural Health Assessment

The **Workplace Cultural Health Assessment** tool assists organizations in evaluating, understanding, and having conversations about organizational culture. The assessment questions closely follow the themes of the six key elements that make a workplace healthy as defined in the book, *The Culture Question: How to Create a Workplace Where People Like to Work*. This package includes a facilitator's guide, which provides instructions for interpreting the findings and facilitating a discussion with those who have participated in the assessment.

Facilitator's Guide

Facilitator's Role

The purpose of the Workplace Cultural Health Assessment tool is to help people assess their workplace culture and discuss ways to improve its problem areas while maintaining aspects that are already healthy. As the facilitator of this assessment tool, your goal is to create a safe environment that invites thoughtful responses and stimulates healthy discussion.

Administering the Survey

Start by holding a short team meeting to outline the purpose and process of the assessment. Hand out the survey questions to participants, and ask them to return their completed surveys to a confidential area (e.g., a secured box). The assessment usually works best when responses are anonymous. However, in some environments, answering the questions openly and discussing them right away may be appropriate or even preferred.

Interpreting the Survey

Review the survey results, looking for both positive and negative themes. Prepare a summary of these themes to share with the group. Statements that are rated 1 or 2 should be viewed with concern, particularly when that result is seen in more than one survey. Ratings of 3 may indicate an area that should be monitored or given secondary attention. Ratings of 4 or 5 should be celebrated. Broadly speaking, individual survey totals of 96 or more indicate a healthy culture. Survey totals of 72–95 indicate an okay, but not great, culture. Finally, survey totals of 0–71 indicate an unhealthy culture.

For a more focused analysis, consider the section totals for the questions corresponding to each of the six key elements of a healthy culture, as defined in *The Culture Question*. Lower section totals may identify themes and help you focus your efforts.

Facilitating Discussion

Present the findings of the survey to the group, focusing on the positive and negative themes you have identified. Once participants have heard the results, you may ask some or all of the following questions with the intent of initiating a discussion in which the group can collectively explore the themes:

1. How accurate are the themes that have emerged here? Were there any surprises?
2. Was anything missed?
3. What should we celebrate about our culture?
4. What would you like to change about our culture?
5. What small and simple changes to our culture could we make today?

If the results show you already have a healthy culture, ask:

1. What areas of our culture do we need to continue to reinforce?
2. What areas of our culture are vulnerable to negative change?

Workplace Cultural Health Assessment

Purpose of Assessment:

The purpose of the Workplace Cultural Health Assessment tool is to help people assess their workplace culture and discuss ways to improve its problem areas while maintaining aspects that are already healthy.

Instructions:

Respond to each of the following statements, rating each on a scale of **1 to 5**. A 5 indicates you strongly agree with the statement; a 1 indicates you strongly disagree with the statement. Once completed, total your ratings.

5: Indicates you strongly agree 1: Indicates you strongly disagree

1.	My organization has a meaningful purpose.
2.	The work I do challenges me in a positive way.
3.	I receive helpful feedback from my direct manager.
4.	My colleagues care about my well-being.
5.	Each person's unique skills and contributions are valued by others.
6.	I am treated with respect.
7.	People in my workplace understand what behaviours are acceptable at work.
8.	The work I do is interesting to me.
9.	I have a positive relationship with my direct manager.
10.	I like the people I work with and they like me.
11.	I can rely on my colleagues.
12.	My colleagues express their feelings appropriately when they are upset.
13.	Leaders in my organization clearly communicate its purpose.
14.	The work I do makes good use of my abilities.
15.	My direct manager cares about me as a person.
16.	I have healthy interactions with my colleagues.
17.	Collaboration with others is encouraged and valued.
18.	Leaders in my organization work to resolve conflict quickly.
19.	My organization's values are clear and relevant.
20.	The work I do has purpose.
21.	I trust my direct manager.
22.	I have fun at work.
23.	I feel like I'm part of a great team.
24.	People in my workplace deal with conflict constructively.

TOTAL

Scoring

In the spaces below write down the assessment rating that corresponds to each question, then total each line and record it in the box to the right.

Communicate Your Purpose and Values

1. _____	7. _____	13. _____	19. _____	Total _____
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Provide Meaningful Work

2. _____	8. _____	14. _____	20. _____	Total _____
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Focus Your Leadership Team on People

3. _____	9. _____	15. _____	21. _____	Total _____
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Build Meaningful Relationships

4. _____	10. _____	16. _____	22. _____	Total _____
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Create Peak Performing Teams

5. _____	11. _____	17. _____	23. _____	Total _____
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Practice Constructive Conflict Management

6. _____	12. _____	18. _____	24. _____	Total _____
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GRAND TOTAL _____

Six Key Elements of a Healthy Workplace Culture

- **Communicating your purpose and values.**
Employees are inspired when they work in organizations whose purpose and values resonate with them.
- **Providing meaningful work.**
Most employees want to work on projects that inspire them, align with what they are good at, and allow them to grow.
- **Focusing your leadership team on people.**
How leaders relate to their employees plays a major role in how everyone feels about their workplace.
- **Building meaningful relationships.**
When employees like the people they work with and for, they are more satisfied and more engaged in their work.
- **Creating peak performing teams.**
People are energized when they work together effectively because teams achieve things that no one person could do on their own.
- **Practicing constructive conflict management.**
When leaders don't handle conflict promptly and effectively, it quickly sours the workplace.

ACHIEVE's Core Services

We aspire to be the most trusted, accessible provider of quality training and resources on the topics of leadership, workplace culture, conflict resolution, and communication skills.



Workplace Culture
Assessments and
Transformation



Training



Leadership
Development



Facilitation &
Mediation



Strategic Planning



Strategic HR