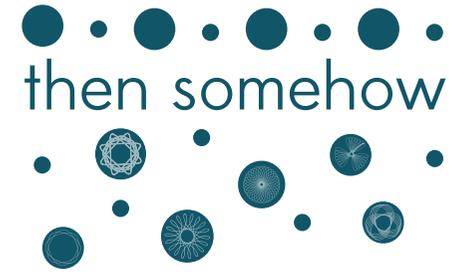
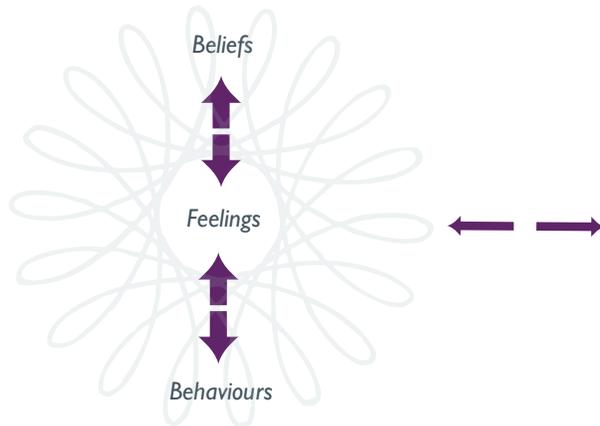


CULTURE CATALYST

Overview of method



Seven dimensions explored across 33 variables



Culture as the interplay of these levers

- 7 HIGHER PURPOSE** How we look outside and beyond ourselves and consider our legacy and place in our wider community
- 6 ALIGNMENT** How we connect and transact internally and the extent to which we share the same ideals and goals
- 5 INNOVATION** How we reinvent, improve continuously and iterate quickly
- 4 AUTONOMY** How able individuals and teams able to define the what, how, where and who of their work
- 3 CORPORATE RELATIONSHIPS** The state of the relationship between the individual and the entity of the organisation
- 2 PERSONAL RELATIONSHIPS** The quality of the interactions individuals experience with their co workers
- 1 BASIC FUNCTIONS** The core elements that determine success in a role from training and pay to the tools and processes that support outputs



New narratives to reveal levers & support change

DIMENSION OVERVIEW



| | | |
|-------------------------|----|--|
| HIGHER PURPOSE | 47 | |
| ALIGNMENT | 51 | |
| INNOVATION | 61 | |
| AUTONOMY | 62 | |
| CORPORATE RELATIONSHIPS | 58 | |
| PERSONAL RELATIONSHIPS | 76 | |
| BASIC FUNCTIONS | 49 | |

76 → 100
 51 → 75
 26 → 50
 1 → 25

COMMENTARY

Client X's performance across the dimensions is strong. While we cannot compare Client X to our baseline in dimensions because additional questions were added, by creating an overall Catalyst score to show effectiveness across all questions comparability is possible.

Using this method Client X scores 59 to a benchmark of 41.

Personal Relationships is the core strength of the company, meaning feeling respected and have real friends. In fact every question in this dimension scored over 70%.

The lowest scores are at the bottom and top of the model, Basic Functions, Alignment and Higher Purpose.

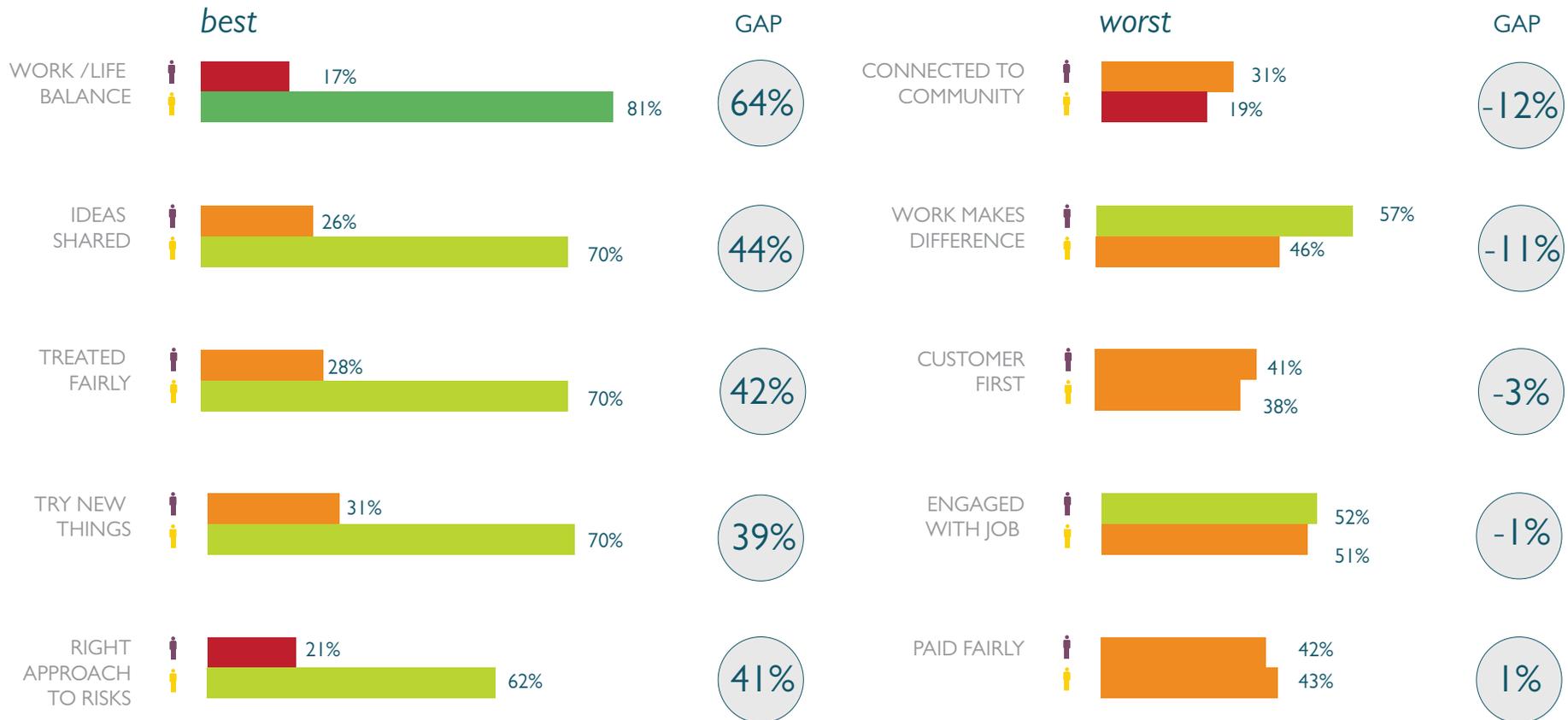
In contrast with the historical hubris of the organisation, the story is that we're doing good, not great. The work you are doing and conversation we are having is really healthy: we're working out how to do this better.

BENCHMARK vs CLIENT X



Client X scores better in 26 out of 30, or 87% of the questions we can directly compare. In only 4 is Client X's score lower than our benchmark. Among the highest gaps: staff at Client X are more than 4 x as likely to be happy with work/life balance than our benchmark. They are more than twice as likely to think they are treated fairly or feel that ideas are shared.

Looking at the lower scoring questions we see that only 36% of Client X staff feel the customer is put first, below our benchmark and counter to a high customer NPS. The sense we got from the face-to-face conversations was that this reflects frustration with internal processes and unchallenged default behaviours that inhibit exceptional service.



BASIC FUNCTIONS

The core elements that determine success in a role from training and pay to the tools and processes that support outputs



COMMENTARY

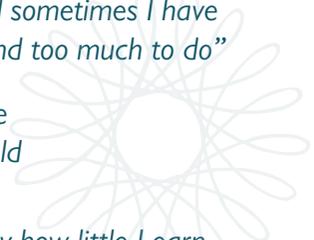
Stress stands out here which may be influenced by poor co-ordination between managers leading to uneven resourcing. There is confusion about how performance is assessed. Staff suspect their pay is not as good as it could be, and that opportunity may not be fairly distributed, yet Client X is considered a fair place to work. This may be a symptom of disempowerment and a confusing contract between workers and managers.

“At the moment can’t trust team flow”

“I have four managers, a line manager and the account directors. They don’t talk to each other and sometimes I have conflicting deadlines and too much to do”

“Because of laidback culture - resource becomes more of an issue than it should be - affects clients”

“I am embarrassed by how little I earn. Is this the price we pay for the culture?”



4

AUTONOMY

How able individuals and teams able to define the what, how, where and who of their work



COMMENTARY

The trust and freedom placed in people is hugely appreciated and gets the best from them: people step up and take responsibility. We should recognise that people also need help and support. Autonomy when frustrated is undermining, cross-wired critique, poor communication, or a mismatch between the rhetoric and experience leaves people feeling devalued. Clarity of expectation and hierarchy and empathic consideration by leaders would be welcomed.

"It's the first job I've ever had where I actually look forward to coming to work. We're treated like grownups with the flexibility and trust that all companies should adopt. It's like having the best bits of freelancing with a salary"

"I used to feel autonomous, things changed without notice, now I feel disconnected with no one to talk to"

"They don't know when they have autonomy and authority and when they don't"

ENGAGEMENT PREDICTORS OF ENGAGEMENT



BASELINE **52**

ENGAGED WITH JOB **51**

feel valued **46**

good performance recognised **57**

aligned to goals **59**

understand what is expected **68**

COMMENTARY

The four questions which best predict 'engagement with my job' are listed. Essentially an increase or decrease in any or all of these questions is more likely to effect engagement than any other question.

None of the predictors score particularly highly, and this offers explanation as to why the engagement score sits at the same level as our benchmark.

The four predictors all relate less to the work-life balance offered by Client X and more to the work contract and are closely aligned to the drivers often cited in research as the true drivers of workplace engagement. It may be that engagement is reflecting the gap between good work and great work linked to the issues explored in Basic Functions and Corporate Relationships.

DISSONANCE LEADERSHIP



| | ORGANISATION DEVELOPS PEOPLE | ALIGNED TO ORGANISATION | TRY NEW THINGS | GOOD PERFORMANCE RECOGNISED | FEEL VALUED | PAID FAIRLY |
|------------|------------------------------|-------------------------|----------------|-----------------------------|-------------|-------------|
| TEAM | 57 | 54 | 76 | 51 | 42 | 37 |
| LEADERSHIP | 100 | 100 | 17 | 100 | 83 | 83 |

This kind of gap between leadership and team is not unusual. Understanding it and narrowing it would be good.

Three of the four drivers of engagement are present here. Given the surprisingly low engagement score understanding this and influencing it positively should be a priority.

Leader models are confused. The next generation managers are not yet up to speed.

RED HERRINGS



FAIR PAY - is this really about the confused contract?



DIFFERENT FLOORS - no consensus / disenfranchised leavers



FIRST JOBBERS - contracting, management experience: parentalism



TRANSPARENCY - be clearer about what is and isn't for sharing

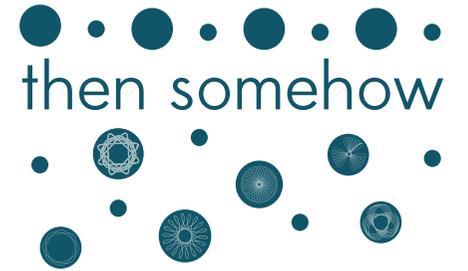


ENTITLEMENT - part of the contracting story



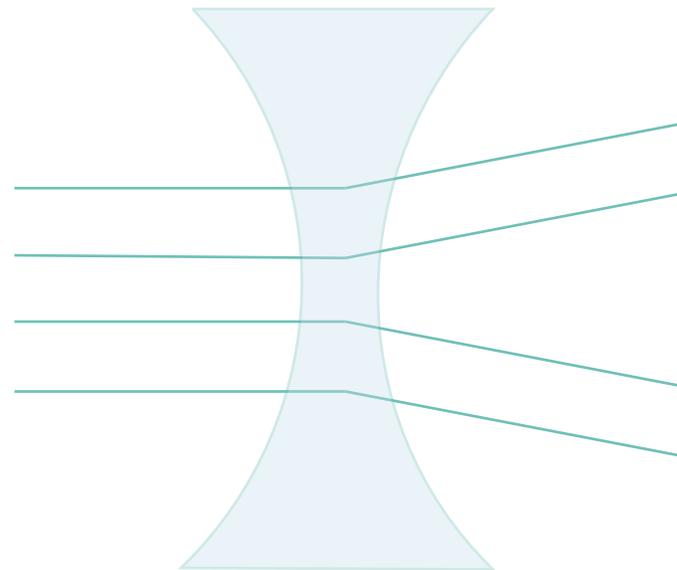
HUBRIS - challenge it

PERCEPTION GAPS



TAKEN OUT OF FOCUS

Brilliant balance and people
Promise of mastery
Flat structure
Democracy
Innovation brand
Client's client
Anti-agency



Uneven respect, value, critique
Professional plateau
Unspoken hierarchy
Loudest and smartest
Practice what we preach
Client's needs
Desire for some structure

IT ISN'T BINARY



DIRECTIONS FROM HERE



LEADERSHIP

- 🌀 Founder roles, exec roles
- 🌀 Mutual support, coaching
- 🌀 New narratives, symbols
- 🌀 Light touch structure

MASTERY

- 🌀 Buddies / mentors
- 🌀 Retrospectives
- 🌀 Sharing / experimenting
- 🌀 Appropriate resourcing

RESPECT AND VALUE

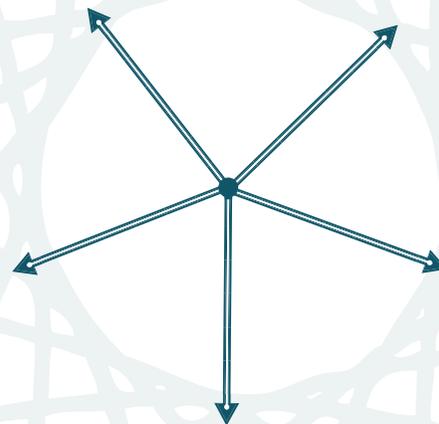
- 🌀 Open, flatish hierarchy
- 🌀 Behavioural standards
 - Decision making
 - Critique
 - Mucking in
- 🌀 Personal growth

AUTONOMY

- 🌀 Defining the edges /structure
- 🌀 Support structures
- 🌀 Induction pack

PURPOSE

- 🌀 Review & launch vision & values
- 🌀 Define behaviours
- 🌀 Review progress



PROCESS

