

## Recommendations for COMPANY Next Steps

**Congratulations! COMPANY has taken an important first step in codifying and building the desired culture. What happens after Culture Training is significantly more important than what was learned in the classroom. The following includes a list of my recommendations to ensure the smoothest and quickest path possible to build the desired Culture and realize the benefits of doing so. As always, I am eager to partner with COMPANY and support your efforts as needed.**

- Offer Culture training to all leaders to ensure they know their role in building culture and the expectations of them to use the Values-based actions.
- Provide supervisory and leadership training to coach values-based behaviors that will drive culture. Leaders must model and reinforce the same set of values and behaviors. It might also be helpful to develop a strategy to respond to behavior that does not align with, reinforce, or contribute to the desired culture.
- Conduct an audit to determine which values and behaviors COMPANY currently uses effectively. This can be used to identify training needs and build development plans
- Create a method or process to recognize, reward and celebrate the values driven behaviors and culture.
- Develop a strategy for measurement and assessment of culture. While it can be difficult to determine causation and correlation, you can use data such as employee turnover data, employee engagement results by site, and exit interview data. Be sure to update your exit interview process to include an opportunity to comment on or rate the culture..
- Conduct a policy review and audit existing norms and processes to ensure they are not in conflict with your values and desired culture.
- Adopt communication and marketing plans to reinforce values and accompanying behaviors that will create and sustain the desired culture. This means incorporating values and values-driven behavior into all communication and initiatives. This should become the lens by which COMPANY leadership evaluates and communicates everything. It should become the common language that is understood by all.
- Update hiring practices including adapting the selection process to assess culture fit by identifying these skills/behaviors in candidates and prioritizing them over skills (we can teach skills/behavior, we cannot teach fit). Also consider developing a Realistic Job Preview (RJP) to provide applicants a preview of the COMPANY culture and determine it is the kind of environment where they want to work.
- Ensure performance management processes provide opportunity to assess and be assessed on expected/desired behaviors. Ensure all standards and expectations align with these values and the supporting behaviors.
- Evaluate discipline or corrective action policies to identify anything that conflicts with values-based behaviors or the desired culture. If these cannot be changed, develop a plan to mitigate the impact of this conflict.
- Identify cultural ambassadors to help grow and sustain your culture. This valuable team should be made up of employees who live, eat, and breathe your culture and help everyone else understand who you are as a company and what you stand for.

- Create a culture management action plan to develop skills, identify relevant measures, assess effectiveness, and determine impact (at least once per year). Be sure to track and evaluate culture against Employee Engagement scores, if possible.
- Provide employee training to help develop prioritized behaviors and skills.
- Look for opportunities to adopt rituals and norms that demonstrate or reinforce values-based behavior.
- Document and share stories that colorfully demonstrate examples of your culture and the impact.
- Be willing to adapt as you grow and change occurs.