



ADAPT  
BY DESIGN

# Embed your Culture

Consciously and continuously communicating the culture of the business.



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Having a healthy organisation culture is not just a nice to have, it is essential to building a resilient business.

In his book *The Advantage*, Patrick Lencioni declares it to be the single most important competitive advantage a business can have. Peter Drucker famously declared that ‘culture eats strategy for breakfast.’

At ADAPT we appreciate the importance of a well formulated and implemented strategy, but we recognise that without a healthy culture you cannot produce sustainable results in a business.

A healthy culture means your business can:

- ▶ Attract and keep good people
- ▶ Increase engagement and productivity
- ▶ Support collaboration, innovation, and teamwork
- ▶ Provide a quality experience for your customer - every time

There is no other role more important for the leaders of a business than cultural leadership. It starts with your leadership team getting clear and aligned on the desired culture for your business. With the help of your coach your leadership team will define the desired culture, including:

- ▶ Why do we exist – our Purpose,
- ▶ How do we behave – our Values
- ▶ Where are we going – our Vision

With this well defined you begin the work to embed that culture consciously and consistently.

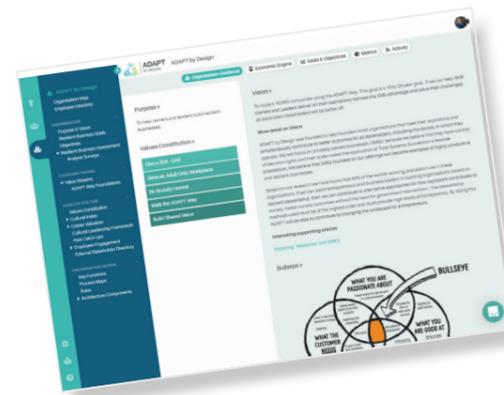
## Step 1.

# Communicate your Purpose, Vision and Values

Your ADAPT coach will support you to take your desired culture beyond a 'poster on a wall' and to communicate your cultural messages consciously and consistently to the organisation.

With the help of your coach, you will run a half-day Engage your People workshop with the whole business where you will communicate your Purpose and Vision and get everyone's input into the Values.

The final Purpose, Vision and Values are banked in the ADAPT Platform, making them accessible to everyone, including new people inducted into the organisation.



Your Purpose, Vision and Values will be captured in the ADAPT Platform.

Another tangible way is to create a Values Handbook, a pocket-sized book used with both internal and external stakeholders to explain the agreed behaviours of your organisation, the essence of why you exist and your visions for the future.

The handbook can be helpful when recruiting new employees and customers, and for employees to check in on whether they are aligned with the organisation and what they stand for. Your handbook should be representative of you, the voice and image of your business.

Give your Handbook a name which is unique to you - we call ours the Everyday ADAPTING Book



## Step 2.

# Establish a framework to manage & nurture your culture

The ADAPT Cultural Leaders Framework allows you to manage and nurture your culture.

The framework is a way of adding a cultural network to your organisation which already has operational, and organic social networks.

In short, it is a network of cultural elders that “listen” to the organisation, actively seek feedback from employees and support and are concerned for the wellness of the people within the business.

ADAPT provides a blueprint for rolling this framework out, and some powerful tools within our platform that allow you to capture and analyse cultural data.

We help you identify and train people in your organisation who will become Cultural Leaders; those who are exemplars of your values and understand your history and culture.

Everyone in your organisation will have a Cultural Leader, ideally someone outside their operational team, who will have a ‘cultural conversation’ with them 2-4 times per year, guided by our Career Valuation Tool.

### No two cultures are the same...

While we provide suggestions on how to roll out the framework, it is not a one size fits all solution.

It may work better for you to meet every six months, or to have group, not individual catch-ups.

Your coach will work with you to determine the best solution for you and your business.

### Step 3.

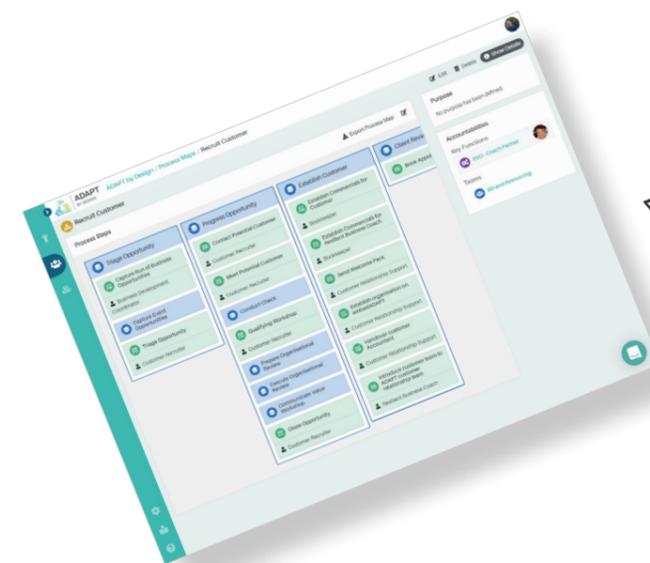
## Align all people systems to your Purpose, Vision and Values

The ADAPT Way process doesn't dictate how you hire people, or what you pay people, or how you exit people.

BUT, we do work with you to align those processes to your culture.

Your coach will help you answer the following questions:

- ▶ How do you recruit people who are aligned and engaged with your values?
- ▶ How do you induct new people into the organisation, so they are as engaged with the values as existing employees and customers?
- ▶ How do you continue to engage people and assess their alignment to the values?
- ▶ How do you support and mentor them?
- ▶ How do you use your values to pay people fairly?
- ▶ How do you give people constructive feedback?
- ▶ How are you getting feedback and input from all stakeholders?
- ▶ How do you continue to live your values when exiting people from the organisation?



These processes can be captured in the ADAPT Platform.

## Step 4.

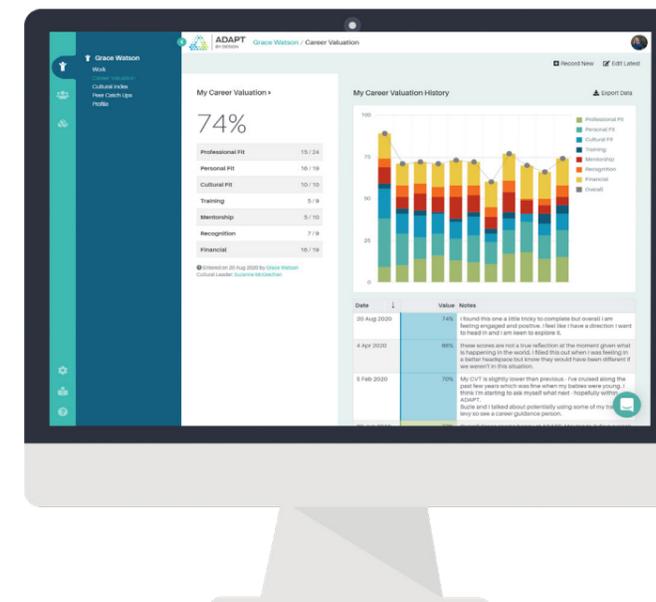
# Measure and Review your Culture

## Career Valuation Tool

ADAPT's Career Valuation Tool supports a structured conversation about what motivates each employee, and how the organisation is delivering on their needs. This is important data for the Leadership Team to use as inputs into their strategy.

Perhaps your organisation is not meeting people's training needs? Maybe financial recognition isn't as important as you thought? These regular conversations mean there should be "no surprises" when it comes to your people. It allows you to co-create solutions before problems escalate and it's too late. For your people, it creates a safe environment to have potentially difficult conversations, supported by their Cultural Leader. For some, this is the first time they have considered what is important to them other than what they are paid.

Career Valuation also plays a vital role in recruitment. With the cost of a "bad hire" so high, a cultural alignment approach to recruitment will help mitigate that risk and ensure your organisation hires only those people aligned to your values. Those people are likely to work well with your existing people and hit the ground running.



## The seven motivations...

- ▶ Professional fit
- ▶ Personal fit
- ▶ Cultural fit
- ▶ Mentorship
- ▶ Training
- ▶ Recognition
- ▶ Remuneration

## Employee Engagement Survey

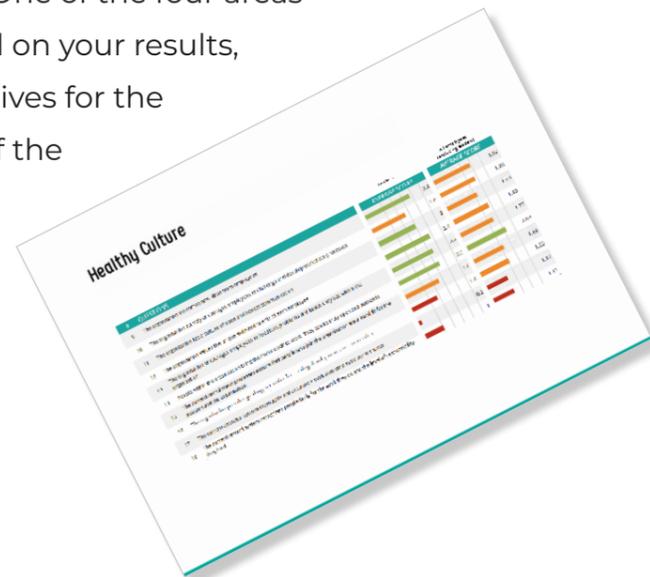
In the ADAPT Platform, you can initiate a quick, five-question survey that goes out to all employees. The participation rate and the overall anonymised results are published on your dashboard. Your people's engagement is another important cultural metric that the Leadership Team uses as an input for their strategy sessions.



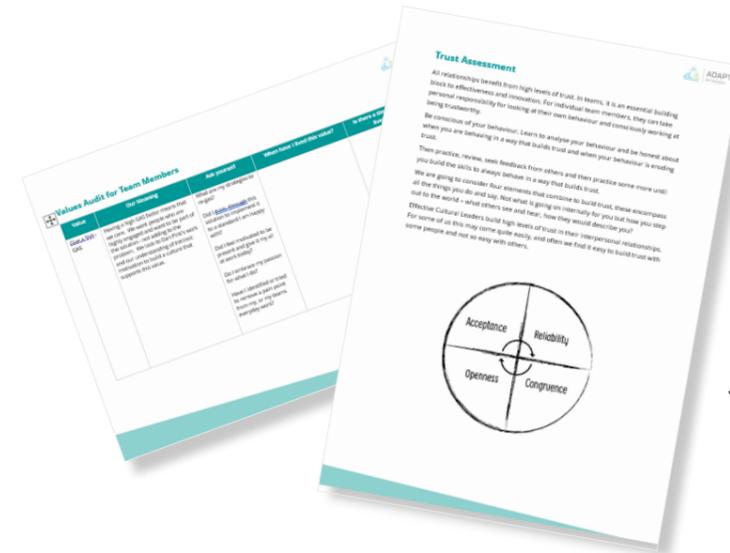
You can initiate the Engagement Survey through the ADAPT platform and analyse and compare the results.

## Resilient Business Assessment

As part of the Organisational Review, your organisation completed a Resilient Business Assessment. One of the four areas assessed is Healthy Culture. Based on your results, you would have set Cultural Initiatives for the quarter and year to tackle some of the challenges identified. You will remeasure at your annual offsite and hopefully show a shift upwards in your score!



Throughout the ADAPT Way process, you will use other tools such as the Trust Assessment and Values audit to measure aspects of culture in the organisation.



You can capture these results in your Personal Profile on the ADAPT Platform.

All of this data, together with observations from the leadership team, are inputs into the system. By collecting and analysing your cultural data, you are listening to your organisation, giving your people a voice, and you are using that information and responding to it. Your people will see this impact, continue to provide vital feedback, and so the cycle continues.