



How to Create and Implement Your Own Company Culture Check Program

At G&A, we recommend our clients conduct comprehensive culture checks at regular intervals. For businesses of any size, these checkups help leaders keep a finger on the pulse of their workforce, identify what is and isn't working, and take targeted steps to address any concerns.

- **Follow this six-step process to check the health of your company culture.**

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Assess the State of Your Company's Culture

Conduct a cultural values assessment to determine if your organization is on track or if there is a divergence between values and behavior.

These questions can help you dig deep and evaluate your company's cultural components:

- ▶ **What are the company's stated cultural values?**
Companies often develop written values that are promoted within their organization. Not the same as performance goals, cultural values are encouraged behaviors, such as work smart, innovate, play nice, and communicate constantly.
- ▶ **How do you define success?**
What kind of personal characteristics are valued by your company? Risk taking? An entrepreneurial spirit? Teamwork? Note the personality traits that are encouraged and rewarded and how this translates to your company culture.
- ▶ **What skills or characteristics does your company value and reward?**
Do you regularly communicate and celebrate employees' ideas and successes? How do you recognize new hires, promotions, and retirements? What steps are you taking to establish a level playing field for employees working in the office or a remote work environment? Do you recognize employee creativity, collaboration, and volunteerism?
- ▶ **How does your company's physical environment influence employee performance and satisfaction?**
Are company leaders in cubicles like other employees or window offices? Is space set aside for collaborative teamwork or brainstorming? Does the layout promote or discourage interaction between departments? How do employees interact? Is the environment fun and friendly or highly competitive?
- ▶ **What type of work schedules does your company allow?**
How many hours are employees expected to work? Are flexible schedules or telecommuting options offered?
- ▶ **Does your company encourage work-life balance?**
What, if any, amount of time outside the office are employees expected to spend working? Do you encourage employees to use vacation days and family leave? How has your business evolved paid time off (PTO) since the pandemic?
- ▶ **How often does your company leadership communicate with employees?**
Do managers have an open-door policy? Are employees encouraged to share concerns and suggestions? How is your company adapting to the inherent communication challenges in a hybrid or remote work environment?
- ▶ **What training or professional development opportunities are available to employees?**
Is training provided to all employees or certain employment classifications? Does your company have an established talent pipeline? Does your diversity, equity, and inclusion (DEI) program play a role in leadership and employee development? How quickly can employees rise through the ranks within the company?
- ▶ **What access do employees have to supervisors and top management?**
Does senior management engage with lower-ranking employees? Do you have a mentorship program? Do your managers practice situational leadership?
- ▶ **What kind of sponsorships or community initiatives does your company support?**
Does your company support a particular philanthropic cause or encourage employees to participate in charitable activities? Does the company allow paid time off for volunteer activities? Are you proud of the community initiatives the company currently supports?

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Seek Input and Feedback From Your Employees

Experts recommend involving your employees in your company culture evaluation process. According to Michelle Mikesell, Chief People Officer for G&A Partners, it's a good practice to [survey employees](#) to discover their values and the values they think are essential for the company to embody. You can then analyze the survey results to gather insights about your culture.

Consider including some of the following survey questions recommended in Inc.'s ["These 15 Questions Will Assess Your Company Culture – and Help You Decide How to Improve it:"](#)

- ▶ What's working in our company culture? What needs to change?
- ▶ What actions are needed to improve the current culture?
- ▶ Are our company's purpose, mission, and values distinctive and memorable?
- ▶ What does each value mean to you?
- ▶ How do leaders exert their authority through formal practices?
- ▶ What are some informal practices leaders use to get work done?
- ▶ How is employee success rewarded?
- ▶ How are failures or mistakes addressed?
- ▶ Do leaders behave in a way consistent with our company's values?
- ▶ If we could do one thing to improve our culture, what would it be?



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Review Metrics and External Sources

Metrics that help evaluate organizational culture include:

- ▶ Employee absenteeism rates
- ▶ Paid time off (PTO) and sick time usage
- ▶ Employee tenure length
- ▶ Net Promoter Score (NPS) and Employee Net Promoter Scores (eNPS) loyalty metrics, which allow your company to evaluate its performance across all facets of your business and measure how likely customers and employees are to recommend your company to a friend.

You can also look at external, third-party employee review websites for feedback about your organization and company culture. Glassdoor, Comparably, and Indeed are a few examples of websites that allow a company's current and former employees to comment on their employer's strengths and weaknesses. By reviewing these, you can identify issues in your organization that may be negatively impacting employee morale and affecting your recruiting and retention rates.



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Create a Plan of Action

After analyzing the information you've gathered in the first three steps, you can determine if your company has strayed from established ideals and goals and if there are areas where you need to evolve and adapt.

With this information, you can:

- ▶ Create a strategy that steers your company culture in a new direction, but one that still aligns with the organization's vision and mission.
- ▶ Establish guidelines for your path forward and then reevaluate and revise your company's policies, procedures, and practices.
- ▶ Revisit your employee handbook and adjust where needed. It is an essential tool in your HR toolbox and should provide a comprehensive accounting of your organization's policies so that employees can reference them at any time.
- ▶ Ensure leaders clearly define culture, communicate it regularly to employees, model values through words and actions, and tie business outcomes to company values.

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Exercise Transparency and Communicate Everything You Do

Strengthening or changing your company culture requires you to be transparent with employees and practice open communication. Otherwise, misinformation can prevail. Use virtual meeting tools and digital channels to simultaneously deliver information about company culture initiatives to remote and onsite employees. Schedule “town hall” meetings to make announcements and gather feedback through open forums or events where company leaders are accessible to employees.

Tips for providing open and timely communication with employees:

- ▶ Provide regular email updates from the executive team
- ▶ Conduct regular check-ins that allow managers to speak one-on-one with employees
- ▶ Hold team meetings via teleconference
- ▶ Provide a place where employees can go to find answers to their questions

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Continue to Evolve and Maintain Your Culture

This may be the first time you do a culture check, but it won't be the last. Nurture your company culture, while also allowing it to improve and evolve. By doing so, you will reap the rewards of an engaged and productive workforce. There may be temporary growing pains along the way, but it's imperative to view company culture as a reliable, living, breathing mechanism that keeps pace with your organizational and workforce needs.