People | Acquisition | Culture | Engagement

PACE
Options Unlimited

LIFE

(Leading Initiatives For Excellence)

Organizational Culture

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Partnering for HR Excellence

1. CONTENTS

1. PUBLICATION RECORD

Version	Publication Date	Overview of Revisions
1	31 August 2012	Initial Publication and Delivery . The white paper is only a indicative representation of various key aspects in the overall framework of Culture Building and role of a CCO.

2. INTRODUCTION

Culture is often established by company founders or other staff members who have been with the company since the early days. When companies grow rapidly and more employees enter the mix, culture needs to be actively managed to maintain a positive culture that's cohesive with the company's values. As a corporation moves through various growth milestones, it is imperative that they redefine the leadership style and reinforce the culture. It seems that many of the big, important things, like the company's mission and values, manifest themselves in the seemingly small things, like holiday and vacation policy. Culture drives the millions of invisible choices that aren't covered in the strategic plan or employee handbook and would be silly if they were, norms and attitudes like unfailing respect for customers and pride that's linked to group performance. Culture manifests visibly too, of course, often by leaders who do whatever it takes to defend it. Culture drives the millions of invisible choices that aren't covered in the strategic plan or employee handbook and would be silly if they were, norms and attitudes like unfailing respect for customers and pride that's linked to group performance. Culture manifests visibly too, of course, often by leaders who do whatever it takes to defend it.

A healthy and robust organizational culture may provide various benefits, including the following:

- Strong company alignment towards goal achievement
- Competitive edge among the industry peers
- Consistent, efficient employee performance
- Great Team work
- High employee morale

Hence a need for a chief cultural officer to anticipate cultural trends rather than passively waiting and reacting. CCOs should have the ability to process massive amounts of data and spot crucial developments among an array of possibilities; they will be able to see the future coming, no matter which industry they serve, and create value for shareholders, move product, create profit and increase the bottom line.

We could thus summarize culture as a pattern of perceptions, feelings, thoughts, words and actions which are most repeated in an organization

3. EXECUTIVE SUMMARY

Culture Cycle:

Every Organizational initiative would need to have an impact on the Top line and Bottom line of the Corporation. A well defined Cultural process as prevalent in a organization leads to a well motivated work force who in turn deliver a high performance index which yields high revenues and accordingly reinforces business success.

Additionally, performance oriented cultures have been shown to possess statistically better financial growth. Such cultures possess high employee involvement, strong internal communications and an acceptance and encouragement of a healthy level of risk-taking in order to achieve innovation. Organizational cultures that explicitly emphasize factors related to the demands placed on them by industry technology and growth will be better performers in their industries.

4. OBJECTIVES

LIFE aims to build a strong consistent high performance oriented culture across the various functions in the organization to achieve breakthrough business results and to be a market leader in their area of operations. LIFE will be geared by the Senior Leadership team, in alignment with the high performance culture framework as defined by the board. The slogan "My LIFE, My Corporation!" will be parceled through this initiative.

The following outcomes will be derived from developing a strong and productive culture through LIFE:

- Better alignment of the organization towards achievement of its vision, mission, and goals
- High employee engagement and loyalty
- Increased team cohesiveness and unity across various departments and functions
- Promote consistency, and encourage coordination and control within the organization towards overall performance capability.
- Create a strong sense of self identity, direction and purpose among employees facilitating proactive behavior for organizational efficiency.
- Makes the Corporation the employer of choice for high achievers
- Scale up in Revenue and Market shares .
- Being in Employee, Customer and Stakeholder Delight.

4.1 Primary Features:

a. Steered with the learning solutions of Senior Leadership Team

b. Adapted to Corporations values and Vision

c. Correlated to concrete Corporation Behaviors across functions and roles

d. Varied modes of Communication Vehicles

e. Aligned to developing a high performance culture.

5. LIFE

In this mission, the drive of LIFE @ Corporation aims to build a high performance culture based on the defined SLT key levers (specific expected behaviors, symbols and systems of high performance), business drivers and people values (High energy, Openness, Team spirit & Innovation).This is to nurture and condition a high performance culture across the SBU/Geographies/ functions/ roles of the organization aligned with the framework of change management. This structured approach is geared and powered with the learning solutions of SLT with the facilitation of HR Taskforce (Talent Transformation).LIFE is implemented in 2 phases:

Phase 1: Assessment, Definition and Planning of LIFE @ Corporation

Phase 2: Implementation of LIFE @ Corporation levels into 3 primary modes:

- Executive Communication Exercise
- High Impact Culture Conditioning Intervention session on LIFE, to be rolled out to our workforce
- Creation of Proactive focus groups and Action group meetings at corporate and SBU/Geographical levels .

There are three layers of culture:

- Values System: These are a set of common values which the organization believes and practices. This may be different from the Organizational Values which are printed in the brochures and annual reports.

- Written Rules of the game: visible structure and practices, such as policies and procedures, which can be monitored and changed if necessary.

- Assumptions: unconscious, taken for-granted beliefs, thoughts, and feelings – ultimate source of values and actions – these are much harder to change, though their effects can be mitigated.

6. ROLE OF A CHIEF CULTURAL OFFICER

6.1 Job Purpose:

Provide strategic direction and advisory support by defining HR priorities specific to Culture dimensions and develop a HR framework that support business delivery in order to ensure that the organization is equipped with high caliber human capital required to support business growth and success.

6.2 Organizational Chart:

6.3 Principal Accountabilities:

6.3.1 Talent Acquisition:

Employment branding experience. How prospective applicants and employees perceive your company is critical to instilling your culture internally and communicating it externally as part of your recruiting strategy. Your culture chief should be able to help shape the messaging of your company's values to build a strong employment brand

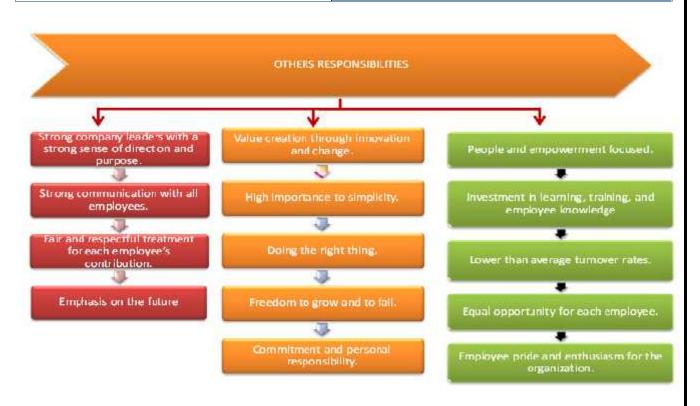### 6.3.2 Organisational Alignment:

Organizational design and management skills. As a company grows, organizations often need to restructure teams, budgets and responsibilities. A culture chief who understands how a company's structure influences its culture could be instrumental in managing culture shifts during growth or transitions

6.3.3 Talent Engagement:

Emotional intelligence. For many companies, the culture chief serves as the eyes and ears of the organization and is a trusted person who employees can consult regarding workplace issues. He or she should be able to connect with employees on an emotional level, and then bring up tough conversations with management or leadership as needed.
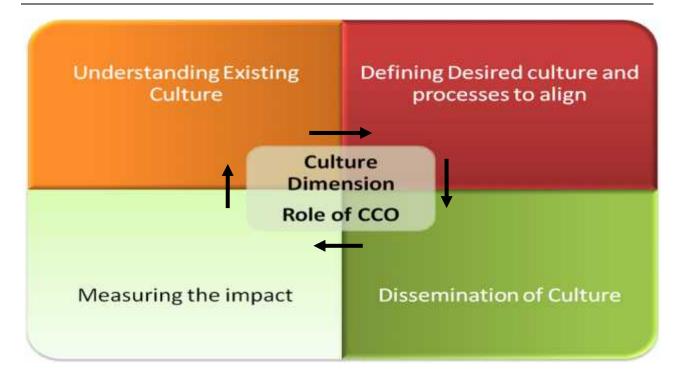
Accountabilities	Key Performance Indicators
Be a Business partner	• Impact on Top line and bottom line
Provide leadership & guidance in the formation and deployment of an effective HR Strategy in line with cultural dimensions with a influence on all People process	▪ Performance on key HR metrics - % manning, attrition, retention of talent, training man days, employee engagement scores etc ▪ Alignment of local policies to global policy; response-time to HR-issues ▪ Employee attrition at business and region level ▪ Employer brand ▪ Employee Engagement scores
Drive targeted initiatives to ensure effective management of business critical talent	▪ Performance on defined HR metrics ▪ Effective implementation of planned initiatives and communication
Ensure adherence to condition employees and management globally to the Cultural framework and ensure it becomes a part and parcel of the corporation while implementing the overall Culture building initiative.	▪ Milestone achievements
Ensure a capable and motivated workforce	▪ % Attrition ▪ Engagement Score ▪ Salary Budget

7. CULTURE IMPLEMENTATION PLAN & FRAMEWORK

Through our journey in building profitable organizations, we have realized the intensity of impact Culture can bring in to the organizations' intrinsic health. CCO could manages culture in four stages

Stage 1 – Understanding Existing Culture

At this stage the process will be to assess the strength of the Organization Culture. CCO will orient himself with the Organization by interacting with a diagonal cross section of employees. We will start with a brief session with the Board / CEO to understand the long term vision for the company and the stake holder's expectations.

CCO will conduct short internal dipstick surveys, interviews, collect forms/templates, sit through communication sessions & meetings, visit offices, meet clients & customers, study policies and processes, participate in corridor talks, speak to competitors etc. Simultaneous evaluation of the below Culture elements of the Company needs to be looked at.

1. Diversity in terms gender, age, communities, languages and any other factor influencing a positive culture to your company.

2. Fairness & respect for each employee irrespective of the position service and function.

3. Employee pride in talking about the company and his/her work to family and friends.

4. Equal opportunity for each employee in applying for internal open positions and participating in cross functional projects.

5. Communication across organization through various channels. Effectiveness of communication. Communication barriers.

6. Company leadership and their sense of direction and purpose.

7. Overall readiness of the company to compete in the market.

8. Employee turnover rates over a period of time.

9. Willingness and seriousness to invest in learning. Leaders' commitment to partake in training & learning.

10. Your company's focus on people.

11. How your company is encouraging innovation and change.

12. Are the internal processes and external products designed to be simple?

13. Every employee's awareness of what is right.

14. Freedom to grow and to fail.

15. Commitment and personal responsibility to deliver.

16. Company's vision and emphasis on the future.

Stage 2 – Defining Desired Culture & Designing Right Processes

The need to set up an internal Culture Team comprising a diagonal cross section of Top Management to align company values with Culture.

Cultural values are often articulated in a language that does not immediately resonate with employees. This gap leaves organizational culture and value statements to be perceived as lofty and idealized, and not relevant to employees' everyday workflows. Go beyond written and spoken communication by translating cultural values into desired behaviors and ensuring that role models demonstrate such behaviors at every level. This will give employees a clearer understanding of the kinds of attributes and actions expected of them.

Also defining the behavioral expectations based on organizational values. Also the need to rechristen the existing processes and policies to align with the desired culture. This will include strengthening the recruitment process to hire the talent with right cultural fit, calibration of Performance management process, setting up

internal communication tools, re-designing Reward & Recognition Schemes, creating rules for reporting un-ethical behaviors, defining senior leaders pledge to the organization etc.

Stage 3 – Disseminating the Culture

To disseminate the desired culture, need to enlist senior leaders to be ambassadors of Culture. To organize series of communication sessions across the company to reach out to the remotest employee. To set up Social network based engagement platforms through the intranet for employees to feel and experience the culture through real time collaboration, information sharing, learning and 360 degree communication.

The most important thing is that the top leaders live the values and they expect other leaders to do so as well. If leaders practice the values, it's a lot easier to instill the value. Need to work with the Top Leaders to practice them with 'Walk the Value' sessions. This will make the values disseminate faster than the normal.

Stage 4 – Measuring the Impact

Once the culture is settled in, disengage for a while to allow the Organization to go through the phase of collective growth and to let employees enjoy the fresh air of positive culture and thus improving engagement & productivity. The need to conduct a quick Audit to measure the effectiveness of culture on people, process and productivity.
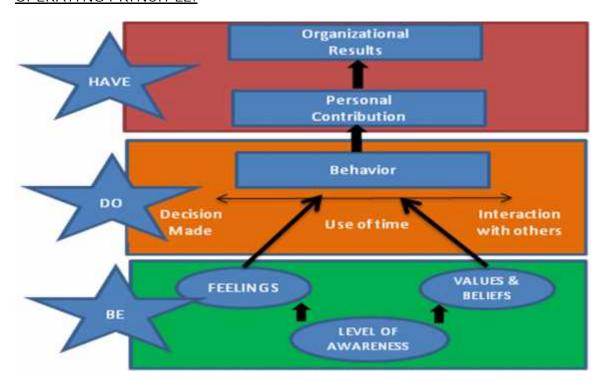
8. DOMAIN AND OPERATING PRINCIPALS – (SAMPLE)

DOMAIN:

OPERATING PRINCIPLE:

9. CULTURE REINFORCEMENTS

10. CONCLUSION – LET'S DO IT TOGETHER

Organizational culture is reflected in the way people perform tasks, set objectives, and administer the necessary resources to achieve objectives. Culture affects the way individuals make decisions, feel, and act in response to the opportunities and threats affecting the organization. A perceived mismatch of the organization's culture and what employees felt the culture should be is related to a number of negative consequences including lower job satisfaction, higher job strain, general stress, and turnover intent.

Organizational culture also has an impact on recruitment and retention. Individuals tend to be attracted to and remain engaged in organizations that they perceive to be compatible. Additionally, high turnover may be a mediating factor in the relationship between culture and organizational performance. Deteriorating company performance and an unhealthy work environment are signs of an overdue cultural assessment.