TalentMap workplace culture survey

As you know, "workplace culture" is becoming the new buzzword. Our clients are repeatedly asking us what we're doing in this space, to the extent that our flagship product employee engagement is even perceived by some as secondary.

THE NEED: WHY MEASURE WORKPLACE CULTURE? WHY NOW?

A strong workplace culture has been shown in many, many studies to be the difference-maker between success and failure; between the effective organization and the one that struggles. Yet organizational culture is not new; it is as old as organizations themselves. Any group of people will develop their own "way of working", so why is measuring and changing culture becoming all the rage only very recently?

It was actually during the 1980s, with the advent of major organizational change initiatives such as "Total Quality Management (TQM)", "Re-engineering", "Down/Right-sizing" etc. (more of which failed than succeeded) did academics and practitioners alike realize that organizational change without a change in the organization's culture was destined to failure. There are countless accounts of such failures and successes, but this one tends to summarize it best:

"When TQM and downsizing were implemented independent of a culture change, they were unsuccessful. When the culture of these organizations was an explicit target of change, so that the TQM or downsizing initiatives were embedded in an overall culture change effort, they were successful. Organizational effectiveness and strategies are altered—organizations return quickly to the status quo."

Fast-forward to 2020, and the much, much quicker pace of change, driven in large part by rapid changing technology, means that our clients and prospects find themselves struggling to adapt and change. Although many have always known deep down that they need to "change the culture" to be successful with their change management, the very thought of "changing the culture" is so daunting that many feel it's impossible.

Well, it's not. The culture of an organization can be changed. Better yet, it doesn't need to take years. There have been many, many books written on how to change culture, but there is one thing in common in all the studies and literature. To change the culture, you need to begin by assessing and understanding the existing culture of your organization.

Introducing the TalentMap workplace culture assessment

THE THEORETICAL BASIS FOR THE TALENTMAP ASSESSMENT

The Competing Values Framework

The TalentMap survey has been developed based on sound academic theory, and leans heavily on the "Competing Values Framework" (CVF), developed by Kim S.Cameron and Robert E. Quinn and described in their book: Diagnosing and Changing Organizational Culture. The Competing Values Framework is now the dominant framework in the world for assessing organizational culture. The Framework was developed initially from research conducted on the major indicators of effective organizations. The fundamental premise for the Competing Values Framework is that **organizational cultures are the result of a number of different and competing values;** and, different organizations have achieved success by adopting values which are stronger in some areas, but weaker in others. The authors of the CVF have also developed a measurement instrument (questionnaire), called the Organizational Culture Assessment Instrument (OCAI) which has been tested thoroughly and validated as You may refer to a description of the Competing Values Framework here: https://www.thercfgroup.com/files/resources/an_introduction_to_the_competing_values_framework.pdf
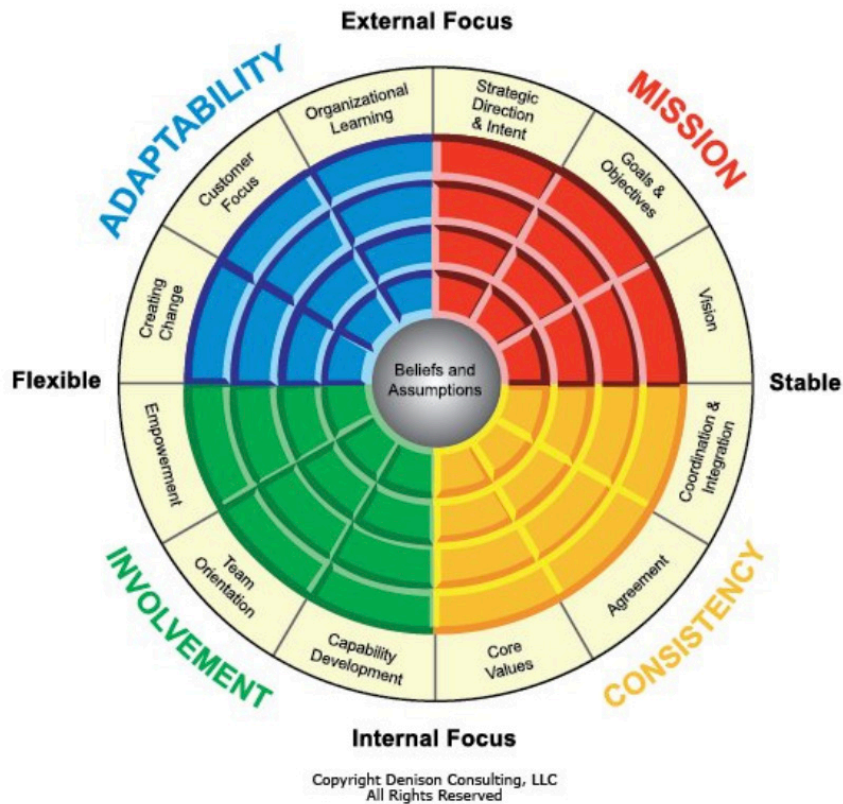
The Denison Model

The other dominant model used as a basis to develop the TalentMap questionnaire was developed by Daniel Denison.

The "Denison Model"

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Dr. Denison's research focuses on the link between organizational culture and bottomline performance measures such as profitability, growth, quality, innovation, and customer and employee satisfaction. At the centre of the model are "Beliefs and Assumptions." Each of us has deeply held beliefs about our organization, our co-workers, our customers, our competitors and our industry. They are the unspoken rules; we don't find out about them until we break one of them, e.g. "Sally always leaves at 5:00 sharp, she must have it easy". These beliefs and assumptions, and their associated behaviors, determine the culture of an organization. The Denison model and surveys allow us to reveal the underlying belief and assumptions in recognizable and measurable ways that impact organizational performance. A complete description of the Denison model, including the statistical analysis and tests of validity, reliability and homogeneous integrity of the is available by visiting this link: https://www.denisonconsulting.com/docs/CultureGettingStarted/UsersGuideV7.pdf

TALENTMAP'S APPROACH BUILDS ON AND ENHANCES THE CURRENT FRAMEWORKS

While the two preceding models (and the survey instruments used to assess organizations' cultures) have been demonstrated as both valid and reliable, as well as linked statistically to organizational performance, TalentMap research has shown that there are new themes which have emerged that as both indicators of organizational performance, as well as drivers of employee engagement. We at TalentMap have developed a survey instrument which uses the Denison Model (which in turn is based on the Competing Values Framework), but which also introduces two key enhancements to the model:

− The ability to link organizational culture to employee engagement, which in turn is also an indicator of superior organizational performance; and,

− The addition of two themes which have been shown as influencers to both organizational culture and employee engagement:

  · diversity, respect and inclusion

  · work life and well-being

In addition, using a simplified version of the Competing Value Framework, the TalentMap Survey allows for employees and/or the leadership of any organization to identify the "ideal" future culture, and determine which values to enhance and where employees see "values" weaknesses.

Therefore, the TalentMap Workplace Culture Survey:

− Is based on extensive academic research and the most widely used models of organizational culture;

− Uses questions which have been demonstrated as valid and reliable measure of organizational culture;

− Uses questions which are easy for the layperson to understand and answer in a reliable fashion;

− Measures "new" cultural attributes of diversity, respect and inclusion and work-life and well-being and shows how these affect the organization's culture, level of employee engagement, and organizational performance; and,

− Identifies the key cultural attributes which are enhancing or detracting from higher employee engagement.

About TalentMap

A thought leader focused exclusively on workplace culture and engagement measurements and research, TalentMap is passionate about understanding the people behind organizational success: Employees.

Since its start in 1999, TalentMap has conducted tens of thousands of employee engagement survey projects and surveyed more than 14 million employees. Working in partnership with public and private sector organizations of all sizes across North America, TalentMap's deep understanding of methodologies and assumptions unique to different sectors alongside volumes of benchmark data accrued over the years have become valued resources for organizations that value their people.

TalentMap employee engagement survey tools — readily customized from hire to retire — are based on years of research, field experience, and scientific measurement. The company also offers expert consulting services, deployment, data collection, analysis reporting, and post-survey action planning. It's a proprietary workplace intelligence process — developed and delivered by people-oriented people consumed with helping leadership teams and HR professionals create positive organizational change.

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