



Because culture doesn't come in a box.



20-30% of the performance differential between organisations comes down to culture.

Heskett, 2011



Over 81% of Australian leaders and HR professionals believe that culture is critical to business performance, significantly affecting customer satisfaction, productivity, revenue, employee engagement, staff turnover and innovation.

Chandler Macleod Research, 2014

A competitive edge in a dynamic environment

The current market is characterised by challenging environments, global competition, rapidly evolving customer needs and rising shareholder expectations.

While some sectors continue to thrive and grow rapidly, others continue to look to cost-cutting, technological advancement and new ways of doing business.

What all organisations have in common is the search for improved productivity in an environment of change.

An organisation's culture has the power to facilitate or impede its unique strategic ambitions, delivering competitive advantage or decline.

How do you know if your organisation's culture is aligned to your strategy? How do you change your culture to enable your strategy?

You need a culture that 'fits'. Not one that comes in a box off the shelf.



Benchmarking against strategy

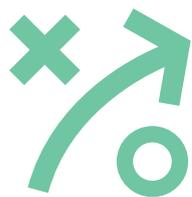
When it comes to culture, there is no 'one size fits all'. In fact, around 90% of leaders and HR professionals believe that culture needs to be tailored for each organisation or even each division's unique strategy (*Chandler Macleod Research 2014*). Each organisation has a different purpose and strategic goals; as such, your culture needs to differ accordingly.

The problem with benchmarking: you'll never catch up if you copy your competitors.

- ✘ Less than 2% of leaders and HR professionals believe that there is a one size fits all culture (*Chandler Macleod Research 2014*), yet many culture tools compare results against key competitors, industry sectors, or even companies in other sectors to describe what a 'good' culture looks like. This won't deliver sustainable success and may instead cause a distraction rather than enabling strategic business decisions. Moreover, as benchmarking data is historical, organisations are likely to fall further behind their competitors.

An effective culture assessment and development program must have a strategy specific benchmark to measure success.

Chandler Macleod's Culture team, using the Strategic Culture Gauge, will work with your leadership team to determine the essential cultural qualities to delivering your strategy. We'll then work with you to measure where you are today and to design your organisation's BestFit™ culture.



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Chandler Macleod Research, 2014

Chandler Macleod's Culture Development Process

Chandler Macleod's Culture team will work with you to design a culture development program to fit in with key milestones and timeframes as required by your business. We break down each step of the process into manageable actions to realise tangible, effective culture change over the longer term.

Our process is as follows:

From as little as six weeks		Confirm strategy and executive buy in	Clarify your vision and strategy and views on current culture
		Define your target culture to achieve your strategy	Determine core cultural qualities that are critical for driving your organisation's strategic ambitions
		Assess your current culture	Using our statistically valid and scientifically research culture diagnostic tool the Strategic Culture Gauge for quantitative and qualitative assessment
		Interpret your results	Automated, interpreted or premium in-depth reporting
		Develop an action plan	In partnership with your executive leadership team and key stakeholders
3 months - 3 years		Implement culture change strategies	A staged and systematic approach delivering rapid and highly visible actions in first 12 months and long term development plans.
6-12 months		Measure progress	Pulse survey every 6-12 months Full culture diagnostic every 1-2 years



About the Strategic Culture Gauge

The Strategic Culture Gauge (SCG) is Chandler Macleod's statistically valid and scientifically developed culture assessment diagnostic tool. Re-validated in 2013 after three years' research and development and more than 20 years' experience in developing organisational culture, the Strategic Culture Gauge is a customisable tool that assists you in shaping the desired culture to meet your organisational goals.

The Strategic Culture Gauge can measure 24 cultural qualities – we'll work with you to determine the top 4-6 core qualities that are essential to delivering your organisation's strategy.

One of the key improvements of the Strategic Culture Gauge is that it's simple and user friendly. Easy to set up and administer, the full culture diagnostic assessment takes on average only 20 minutes to complete. The language used in the assessment is purposefully simple, relevant and straightforward.

The culture diagnostic will assess:

- the prevalence of performance enhancing behaviours and mindsets across your organisation and within key divisions and locations
- negative behaviours and derailers to strategy
- the 'why' - through qualitative insight questions.

Reporting options

Three reporting options are available for you to interpret and make most effective use of your culture assessment results:

1. Automated

This report summarises the quantitative data from the SCG and pre-analysis of open-ended qualitative questions. The report represents the data in the form of gauges, tables and stacked frequency distribution charts.

2. Blended

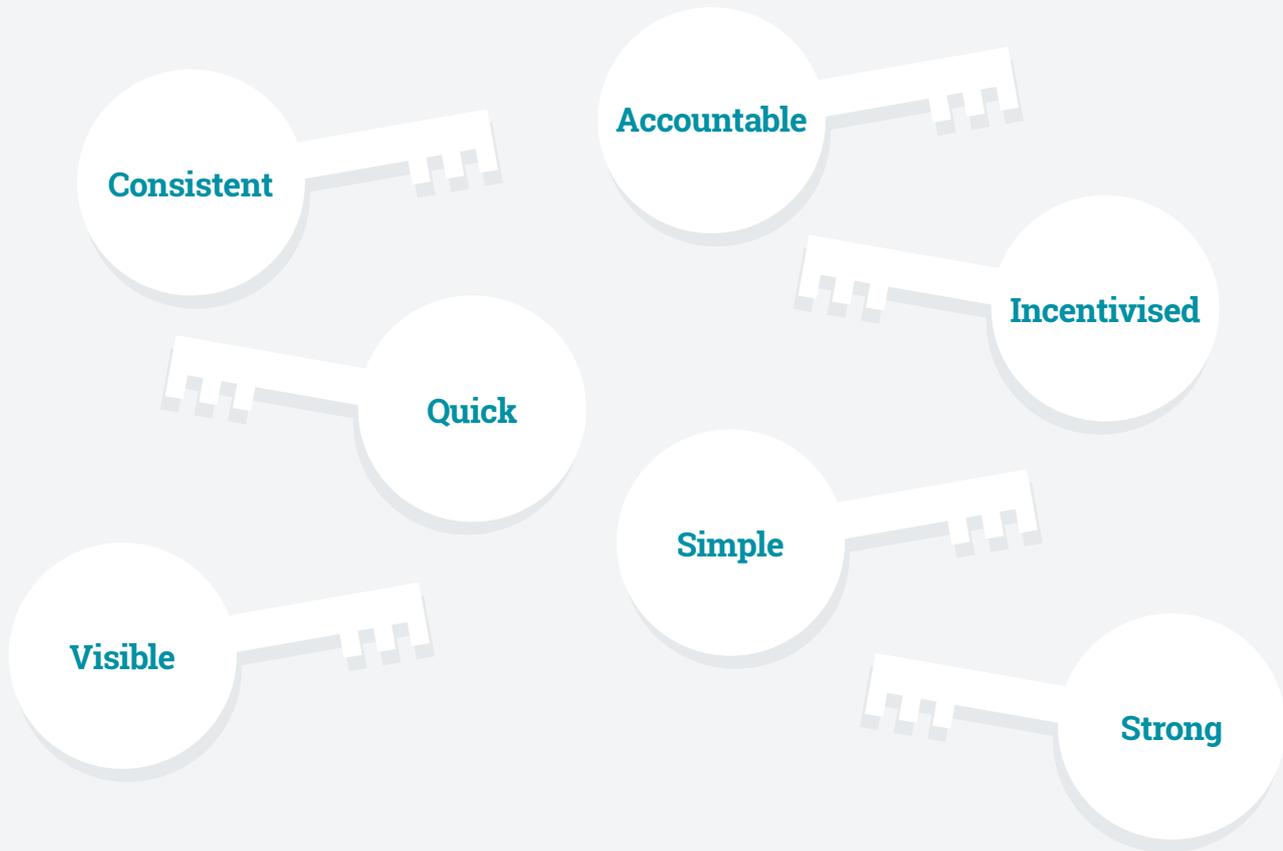
In addition to the information contained in the automated report, this report is supplemented with a detailed Consultant-written analysis outlining key themes, strengths and limitations that emerged from the SCG and open-text responses.

3. Premium

The premium report contains a more comprehensive level of analysis utilising desktop review of key business documentation, supplemented by data from interviews, focus groups and further analysis of open-text survey responses. Results are focused within the context of the organisation's specific purpose and strategy. Insights are presented back to the executive leadership team with actionable recommendations.

The keys to unlocking culture

Breakthrough culture change is:



Sending and receiving culture messages

Every organisation has a culture, whether by design or by default. A strong, performance enhancing culture emerges from consistent, positive messages.

Messages about culture are sent and received in an organisation through six channels: structure, systems, symbols, leadership and mindsets and behaviours. These channels are also the levers that are used to create successful and sustained culture change.

Our framework allows us to understand the elements that drive culture, and therefore, to design and implement development plans to specifically leverage your areas of strength and address your areas of weakness.

Accreditation for HR and Organisational Development professionals

Chandler Macleod Group offers experienced HR and Organisational Development professionals the opportunity to become accredited in using the Strategic Culture Gauge (SCG) diagnostic assessment tool.

Developed after three years of research and development, and consolidating more than 20 years of experience in culture assessment, development and design, the accreditation process involves:

- A two day interactive accreditation workshop
- Client set-up pack – including recommended project timelines, communications, sample open-text questions, participant file and demographic design
- Six packs of SCG cards for client target setting workshops
- Technical and descriptive manual
- Access to Gateway automated reporting functionality
- Practical support and advice from Chandler Macleod consultants available on request
- Refresher “master classes” available

Visit our website culture.chandlermacleod.com to find out more, including accreditation course dates in your state.



About the Chandler Macleod Group

Since 1959, Chandler Macleod Group has been helping people and organisations to reach their full potential by enhancing their human resource strategy and practices to support achievement of their goals. Today, we have diversified to offer end to end human people management and practices that reduce risk, increase productivity and quality, unleash capability and deliver leverage.

HR Consulting is an integral part of the service we offer to our clients. To deliver ongoing success and achieve sustainable competitive advantage, it's essential for organisations to align their people and culture with their goals and objectives. Through our assessment solutions, we can help you take the first step towards achieving this by identifying BestFit™ individuals to join your company, analysing areas for employee development, measuring team effectiveness and evaluating organisational culture, HR frameworks and your workforce structure.

With one of Australia's largest teams of practicing Registered Psychologists, we partner with our clients to ensure that they are getting the best from their people by ensuring they achieve their business strategy and purpose.

Our psychology-based Consulting solutions are derived from best practice HR methodologies, ongoing research and proprietary leading edge tools. We understand businesses and industry sectors are different, therefore our Consulting solutions are tailored to the organisation's and the participant's individual needs.

Visit chandlermacleod.com to find out more about our HR Consulting solutions.

