

Your **investment guide** for building a differentiated culture

Instructions: For each lever, draw an X next to the milestone that most closely reflects your organization's current performance. Next, color in the circle next to the milestone that is closest to where you want your organization to perform.

TS: Table stakes | SQ: Status quo

LEVER 01

LEVER 02

LEVER 03

LEVER 04

LEVER 05

LEVER 06

Deliberate organizational values

Performance management

Leader development

Hiring

Senior leader role modeling

Positive peer pressure

SIGNS OF LIKELY ROI FOR GOING "ALL IN"

- The talent you most want to attract and inspire has distinct preferences about their work environment.
- Your executive team is willing to outperform on a subset of values (and perform "well enough" on the others).

- Managers' spans of control make frequent feedback realistic.
- Managers are strong coaches.

- Managers' spans of control enable them to be frequent, visible role models for their team.
- Manager turnover is low, so you won't lose the investment you make in developing leaders.

- Managers view talent as a system resource.
- Your 90-day turnover is low; it's unlikely new hires you bring on will turn over.

- Most executives are willing to personally commit more time to connecting with frontline staff.
- Existing channels for communicating with frontline staff already have high levels of participation.
- You have relatively low levels of executive turnover, so it's unlikely your investments will go to waste.

- Union relationships (if present) are positive.
- You can count on managers to create a team dynamic built on shared responsibility and respect.

Our values are so direct and clear that they do *not* speak to all candidates or team members; they are most compelling for the talent we're trying to attract and inspire.

Staff receive specific, accurate feedback on these behaviors at least monthly.

Managers create such strong team cultures that they gain an organization-wide reputation as a team people want to work on.

We hire great cultural fits even if there's not a budget slot open at the moment (but one will likely appear soon).

Senior leaders regularly share stories about times when the organization fell short of fully embodying its values and highlight key lessons from those examples.

Staff coach peers in the moment, unprompted, on how to embody an organizational value more fully.

We can name more than one worthy value that we deliberately did not include in our list.

Staff receive specific, accurate feedback from their manager on behaviors at least three times per year.

Managers confidently handle the vast majority of instances where their staff are not contributing to the desired culture and rarely rely on HR as a go-between.

Poor cultural fits rarely make it past the 90-day probationary period; we actively push them out.

Senior leaders regularly share lessons and advice on living the values based on their own experience.

Managers give staff insight into how their peers are performing on individual goals related to core organizational values.

Leaders and staff can name specific instances where our values influenced decisions or trade-offs.

The behaviors section of the performance review impacts pay for all staff.

Managers have meaningful interactions with every direct report (so they're able to directly model our culture).

Recruiters do not pass any candidates to managers unless they are strong cultural fits (as measured by our screens).

Every department, facility, and physician practice has a small group interaction (e.g., rounding or office hours) with a senior leader at least once a month.

Staff perform specific tasks together and share feedback on observable criteria related to organizational values.

TS

SQ

TS

TS

TS

TS

Staff reference our values in their day-to-day work and conversations.

We have specific awards for staff who are true exemplars of our values; these award recipients are nominated, carefully vetted, and then widely celebrated.

We mandate a specific intervention (e.g., one-on-one coaching) for all managers whose team cultures fall below a predetermined threshold (for example, as measured via an engagement survey).

Hiring managers actively sell the position to candidates who are great cultural fits.

Senior leaders explicitly state the values guiding specific organizational decisions whenever they share organizational updates with staff.

Managers create coaching partnerships between peers who are exemplars of an organizational value and peers who are struggling.

SQ

We have translated our values into specific, observable behaviors.

We have a formal way (e.g., engagement survey questions, 360-degree feedback) to identify managers who don't have a positive impact on their team's culture.

SQ

Senior leaders join training sessions for new managers to emphasize the role of leaders in shaping culture.

SQ

We have seven (or fewer) values.

Staff have a formal (but easy) way to recognize peers who embody specific values.

We have a formal process to assess how well each candidate embodies our desired culture.

SQ

Senior leaders publicly recognize teams or individuals that fully embody our organization's values at least once a quarter.

Managers encourage staff to share feedback on peers' past performance.

Our values are incorporated into performance evaluations for all staff.

All of our recognition programs map to our values.

Managers identify instances where staff behavior does not align with our culture and share specific feedback with staff.

We highlight distinct aspects of our culture in all our recruitment channels.

Senior leaders introduce our culture to new hires at orientation.

Managers hold all formal and informal authority to assess and coach staff on behavior.

We have specific recognition programs tied to our values.

All staff receive specific feedback annually about how well they meet behavioral expectations.

Managers devote time to team-building and other activities that have a positive impact on their team's culture.

We showcase our culture during orientation.

Managers encourage staff to share feedback on peers' past performance.

Managers hold all formal and informal authority to assess and coach staff on behavior.

Leaders frequently highlight our values in organization-wide communications and other interactions with staff.

Every staff member's performance review contains a qualitative section with specific, observable behaviors derived from our values.

Our leadership competency model highlights leaders' contribution to shaping our culture.

Managers hold all formal and informal authority to assess and coach staff on behavior.