Culture is something intangible and subjective that at first instance could be regarded as difficult to measure in an objective and tangible way. But it helps if we view culture for what it is, something that is growing and developing through dialogue and learning, and avoid the mindset that every measurement has to be rational and numerical. Additionally we need to have ways to recognise and follow up on progress during our journey to grow our wanted culture. This tool provides the potential.

It is based on the collective dialogues and actions that we have done in order to grow our wanted culture during the last 2 - 3 months. The process of developing the report brings to the surface what we have discovered and learned from these actions and dialogues. It also highlights the insights and conclusions that we have reached when analysing the different types of measurements we have done during the last few months. Like what perspectives and conclusions we have reached from engagement surveys, values assessments, customer satisfaction surveys, etc. It also includes our conclusions about whether our wanted culture is growing in the strategic and desired direction or not, and what we intend to do in order to continue to take care of and/or improve our culture.

The approach in this tool is actually a team learning exercise built on Kolb’s learning wheel, with aligned questions regarding our culture journey. The tool is primarily aimed at managers and leaders who lead the cultural transformation in a team or organisation.

**PURPOSE**
To create a shared picture of the status of our current culture journey, through data collection and dialogue.

**OBJECTIVE**
A written two page report displaying our culture, which we can communicate to our steering group/board and to our employees.
The Culture Report consists of:
- actions
- measurements and reflections
- strategic alignments
- corrective actions/tools

The approach below describes how you and your team can create routines to describe your culture development on a quarterly basis. As distinct from traditional reports it also offers you and your team a way to recognise and learn from your development, not only reporting your status.
STARTING UP THE PROCESS

1. Anchor the decision to work with quarterly Culture Reports in your Management Team, and agree with your Steering Committee or Board what this will look like and why and how it will be done.

2. Define who should be in charge of the making and driving of the Culture Report, plus who should be involved. The report must be owned by the manager of the team or unit, and shall be a natural part of the standing agenda for follow up on performance. It is recommended that you start by having your Managing Team create your report during the first year in order to understand what it is, and what value it will bring before you delegate the task to someone else.

3. Make sure that “Culture Report” is part of your next performance review meeting. Set aside at least 1 - 2 hours.

4. In preparing for the meeting, make sure you select what actions have been done during the last period, answering the following questions in the different parts of the report:

For the “Create Dialogue” section

- What has been done to create and develop your ability to have focused dialogues around your wanted culture, like our vision, mission and values? It could be development activities like training workshops, reinforcement material, and so on that stimulates and enables us to talk and connect.
- What changes have you made in your “social structure” to make it easier for everyone to behave and act according to your wanted culture and values?

For the “Daily Alignment” section

- What workshops, training, information meetings and other dialogue sessions have been carried out to foster and grow your wanted culture and core values? It could be both planned and structured events as well as informal and unplanned sessions and events that have happened.
- What has been the purpose and objective of these activities? Who or how many have been involved and when did they take place?

For the “Follow up & Reflection” section

- What measurements have been done in the last period that could give us an understanding of our own and key stakeholders' perceptions of our culture?
- It could be attitude surveys, engagement surveys, Culture Values Assessment and other assessments that visualise our climate and satisfaction among our employees.
- It could be Customer Satisfaction Surveys or Supplier and Partner review meetings that have brought to the surface the satisfactions and perceptions of our behaviour and performance in the relationship and interface with our external stakeholders.
- It could also be outcomes and conclusions from regular meetings and reflection and learning sessions that have been carried out.

For the “Secure Consistency” section

- What are our wanted culture, values and/or norms of behaviour that we have defined and agreed that we would like to grow and develop?
- What are the behaviours and attitudes that we want to reach our long term strategic ambitions and short term plans?
5. Prepare a slide presentation (or a draft Culture Report) that could be used at your quarterly review meeting. Send out the material prior to your meeting so that everyone can come better prepared for the team to focus on reflections and conclusions.

**DEFINE AND WRITE YOUR CULTURE REPORT**

1. Before you start to work with the collected data, make sure you review the purpose and objectives of your Culture Report.
2. Appoint a note taker. It is suggested that you view what is said and concluded during this meeting either on a flipchart, whiteboard or a computer screen. This will make your dialogue and discussions more transparent and focused. Also, you can more easily capture the essence of your reflection and write it into your Culture Report at the end of your meeting.
3. Work step-by-step through the collected data starting with the “Create Dialogue” section.
4. Make sure that the data collected in all sections gives a correct and honest picture of your reality during the last period. Make adjustments if needed.
5. Look at the total picture and have a reflection (remember that the reflection should be based on dialogue and not discussion) by asking yourself:
   - What are you proud and happy about?
   - What can we learn, or what have we learned from our experience of this exercise?
   - What would we like to do differently in the coming period?
6. Pay special attention to the section “Follow up & Reflection” and ask yourself:
   - What becomes clear to you/us when we see the results of our different measurements?
   - Are there any patterns or themes that we can identify that will help us understand the dynamics of our culture better?
   - When looking on what we have done or not done in the “Create Dialogue” and the “Daily Alignment” section, are there any new insights or learning that we should add in our “Follow up & Reflection” section?
7. Pay special attention to the section “Secure Consistency” and ask yourself:
   - Is there anything that we need to reinforce, do differently or add, in order to better grow our wanted culture and core values?
8. Finalize your reflection by reading the collected statements and conclusions and come to agreement on what should or should not be in the official report.
9. Write your Culture Report. It should not be longer than two pages. See template example on the next pages.

**COMMUNICATION OF CULTURE REPORT**

1. Agree within your Management Team how and to whom you would like to communicate your Culture Report. The objective is to use the Culture Report to communicate our culture development to our Steering Committee or Board, and internally to all our employees.
2. It is recommended that the communication of the written report is supported by a short reflection involving and connecting the leaders and employees in your cultural development.
3. In time it may be valuable to review your progress over a longer time period, for example, a year. That could be done by reading the four last reports and then having a reflection session of what we can see and learn.
# Culture Report

The way we manage and develop our culture could be presented in four different phases. Each phase has its own focus and purpose, but with strong impact on each other. We present them as a continuous spinning wheel. This report is structured accordingly.

| Create Dialogue: Develop new structures and approaches for active dialogues to reach our defined strategic focus areas. |
| Daily Alignment: Activities and focused dialogues ongoing, to promote our wanted cultural transformation. |
| Follow up & Reflection: What we measure and learn from our present culture and daily alignment activities. |
| Secure Consistency: Defined focus areas that need to be strengthened based on our follow up and reflections. |

## 1. CREATE DIALOGUE

## 2. DAILY ALIGNMENT
Culture Report

3. FOLLOW UP & REFLECTION

4. SECURE CONSISTENCY