



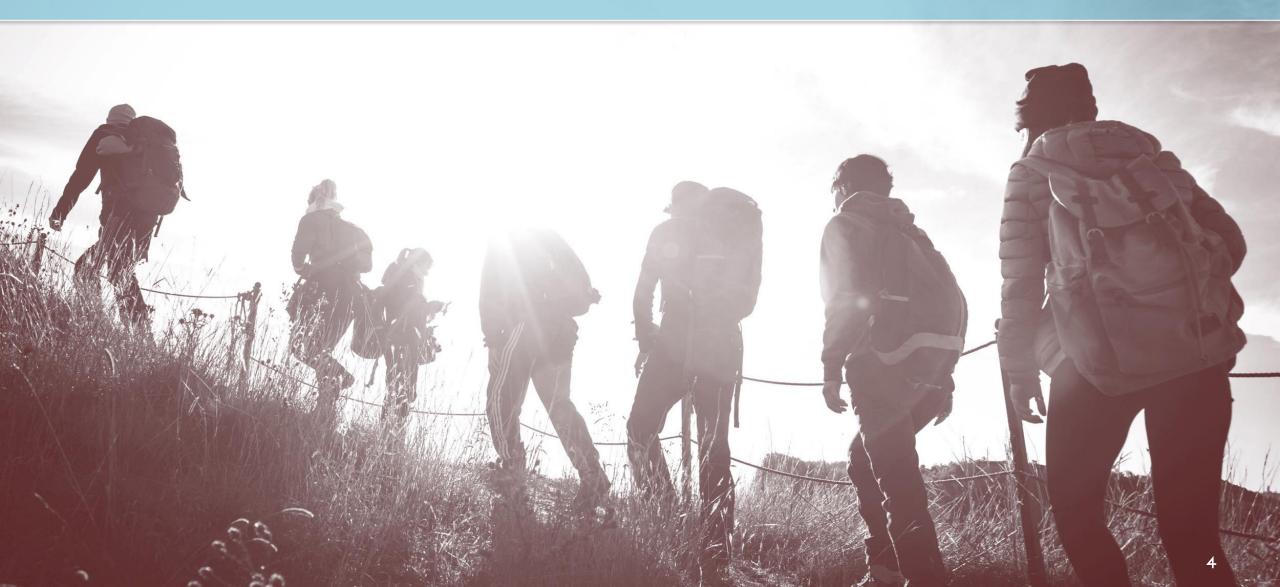
Alicia Mandel January 25, 2017



CULTURE: Transparency Open Source Reputation Openness Trust



CULTURE IS CREATED BY THE BEHAVIORS LEADERS TOLERATE









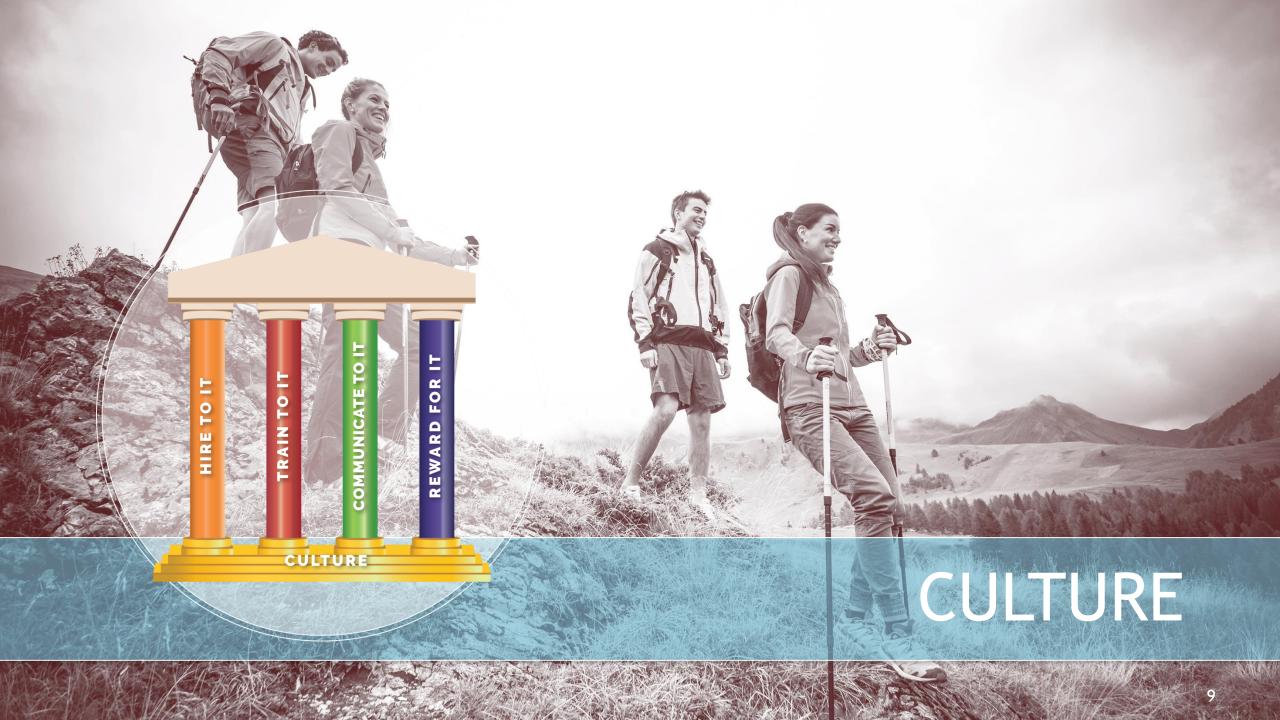
CULTURE

Let's look at some data....

- 86% of business leaders rate "culture" as one of the more urgent talent issues, yet only 14% understand what the "right culture" really is.
- 2/3's of Millennials state their company's purpose is the reason they chose their employer. Only 27% feel a company's purpose is to make money (down from 35% in 2013)
- Companies with a leadership culture are nine times more likely to be good at identifying and developing leaders than those lacking a leadership culture.

Predictions for 2017, Josh Bersin, 2016

"The problem is not one of "talking about culture"; for 2017, it is time to carefully define your culture, measure it, and find where and how it may be misaligned."



ENGAGEMENT

"Employee Engagement = The employee's reaction to your organizational culture." - Bersin

Let's look at some data....

- Gallup says employee engagement has remained relatively flat for 15 years (engaged employees range from 26% to 31%, actively disengaged from 15% 20%. Glassdoor says the same thing for three years
- World of Work says we spend nearly \$1.5B on engagement surveys in the US.
- Stop measuring, start doing









PRACTICAL APPLICATION

2-Way Communication Strategy Assessments Stakeholder Analysis





