

Organizational Culture & Employee Engagement

Shifting from a focus on Employee Engagement to Culture is essentially a broadening of the lens through which we look at our organization and our workforce. Engagement primarily focuses on the I's...the **Individual** and his/her relationship to their job, boss and company - and thus is also more **Internally** focused.

Culture, by definition, is about the 'collective'. The focus is on the level of clarity and alignment that we have created among the collective workforce regarding our internal practices AND the relevance/impact of our strategies and goals to the external marketplace. We know that the individual is important and that it is the collective output of all members of the organization that determine the ultimate success of the organization.

Culture data allows us to broaden the perspective and better determine the impact that the individuals throughout the company are having and to explore a range of relationships including things such as:

- Are the individual development plans and activities resulting in a more capable workforce – and are the capability development activities grounded in a clear strategy for the future?
- Do we believe we have a 'shared' understanding of strategies, goals, priorities?
- Do we have clarity across a range of drivers of engagement including important predictors such as Empowerment, Capability Development, Core Values and Vision?
- Do we have a 'shared' understanding of customer needs and wants and do we utilize customer feedback to shape our decisions?
- Do we have a clear set of Values and are those Values practiced (vs. simply espoused or aspirational)?
- Have we created the appropriate collective boundaries (WHAT – shared Vision, Strategy, Goals and HOW – shared Values, Coordination, Teamwork) to allow for higher levels of empowerment contribution at the individual, team and organizational levels?