

Messages and stories

- What key messages are communicated consistently top down?
- What is really understood?
- What is the gossip?
- What is really being talked about across the business?
- What do people know about the history of the organisation?
- How clear are people about the purpose, direction and strategy?
- How much emphasis is attached to behaviours and values?
- How does the firm drive hearts and minds?
- What stories do people tell new employees and prospects about the business? What do these say about the culture of the business?

Notes:

Symbols and Images

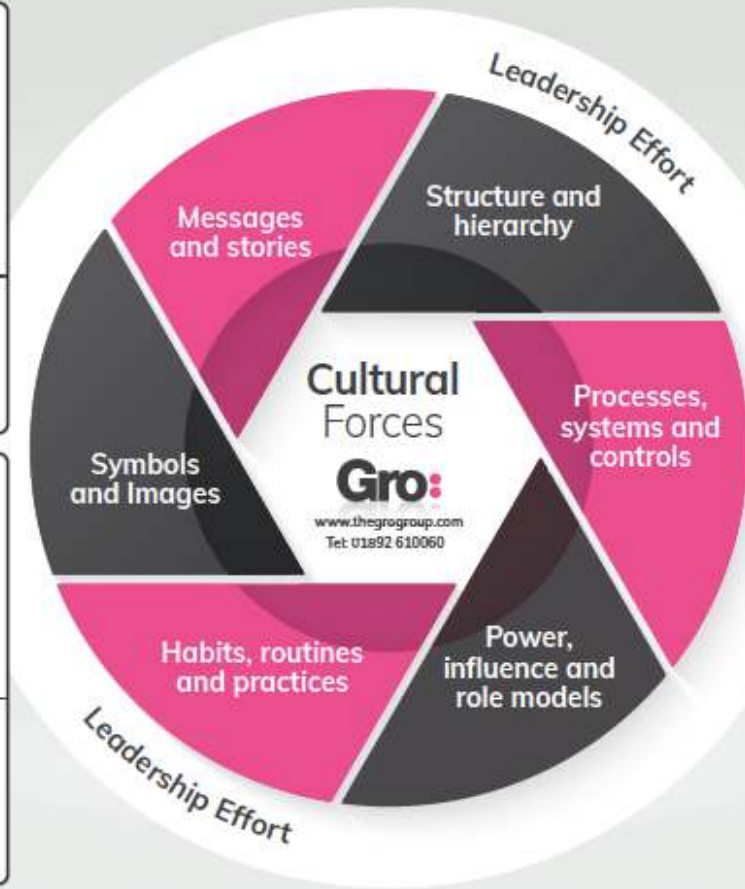
- What kind of image is associated with the business from the outside?
- What does the brand really say about the business?
- How do employees view the organisation?
- How does the business project and sell itself?
- How do your people look?
- What language and tone is used in interactions?

Notes:

Habits, routines and practices

- What are the 'usuals' that are embedded in the business rhythm?
- What do employees expect when they arrive each day?
- What do clients expect?
- What are the usual month end routines and messages?
- How do meetings run? What is on the agenda? In what order?
- How are decisions made?
- How are people expected to behave?
- How consistent are habits and practices across different teams?
- How are networks formed?

Notes:



Structure and hierarchy

- How formal is the structure?
- How many levels of hierarchy?
- What are the official and unofficial lines of authority?
- What's the internal perception of what permission is needed to implement change?
- How quickly can decisions be made?
- Is the structure helping or hindering collaboration across the business?
- Is it creating open and honest flows of communication?

Notes:

Processes, systems and controls

- All the things that channel behaviours!
- How is performance measured?
- How aligned are performance objectives with business strategy?
- What behaviours and achievements are recognised and rewarded?
- What messages do people receive during recruitment and induction?
- What does the training / learning offer focus on?
- What reports and processes are used to keep control over timesheets, fee income, WIP, debtors, lock-up, other KPIs?

Notes:

Leadership effort

- How seriously is desired culture taken as part of 'what really matters'?
- What is the guiding compass in high level decision making?
- Does the Leadership team have a clear grasp of 'the way that things are really done around here'?
- How important is culture as part of the usual business agenda and is it weaved into meetings and structures across the business?
- How often does the Leadership seek individual and collective feedback on behaviour and actions?

Notes:

Power, influence and role models

- What are the beliefs and culture of those at the top of the firm?
- Who holds the real power in the business?
- Who makes decisions on behalf of the business?
- Who has influence over direction change?
- Who are the heroes? Why? What do they do and say?

Notes: