Advice and
tools you need
to deliver results!

Results Rule!®
with Randy Pennington

Results Rule!®
Culture Pack

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Imperatives for Changing & Sustaining your Culture

Thought Starter Ideas

Creating and sustain a culture that can nimble, focused, and relevant must be a focused effort if you want to succeed in the future. The following seven imperatives are discussed in Chapter 14 of Randy Pennington's book, *Make Change Work: Staying Nimble, Relevant, and Engaged in a World of Constant Change*.

These ideas are provided as a beginning place for your ideas. The most important action you can take with this list is to use it as a tool to generate ideas that will work in your organization or team.

Imperatives

Thought Starter Ideas

Define the purpose, vision, values, and current reality

- The overall purpose and vision will likely be established by the senior leaders. Consider asking each department and team to define how it contributes to advancing the purpose and vision.
- One new CEO with which we worked asked his senior leadership team to define the values they believed should be present to achieve his vision. Then he asked the 3,000 employees in the organization to submit their ideas. Several hundred did so. The CEO and senior leaders found that the employees' ideas were not significantly different so they used more of the words utilized by employees and fewer words used by the leadership team.
- Open Book management (See the book, *The Great Game of Business* by Jack Stack) is an excellent tool for keeping everyone aware of the current business reality. This doesn't have to be elaborate. One small business simply posted a bar graph on the break room that showed how much revenue the company needed each week. The company drew each week's performance in with a marker.
- One client established "Student of the Business" training for each department. The purpose was to educate everyone on the vision, strategic goals, and the key metrics that showed progress toward it.
- The CIO of a public university allows staff to attend the Board of Regents meetings so that they can hear and report on the discussion that takes place. If no employees attend, the CIO delivers the report.

Imperatives

Create continual awareness

Cultivate the language

Thought Starter Ideas

- Create a "culture committee" that is charged with keeping the organization's values and principles front and center with employees
- Invest time in one staff meeting per month to discuss one of the organization's core values
- Share success stories of individuals and teams who are living the organization's values in newsletters, in staff meetings, and on bulletin boards
- Create a "Shout Out" Wall so that peers can recognize their colleagues who live the values and support the culture
- Create a "Culture Book" so that individuals can share what the culture means to them (Zappos does a great job at this. Check out their videos on You Tube)
- Make a big deal out of your employee survey and its results. Encourage everyone to participate. Conduct team discussions and focus groups to understand the data. Establish, communicate, track, and report performance on objectives to improve survey responses. Many organizations do an employee culture/satisfaction survey. Few actually make a big deal about it.

- Define what language supports and detracts from the culture. This is an excellent exercise for an intact or cross functional team. Make sure to include how to raise questions and disagree with ideas in an appropriate manner
- Develop culture specific education sessions for staff – this could be formal training or more informal "Lunch and Learn" sessions
- Create and share a glossary of terms and language to share with new employees so that they can easily adopt the language of their new workplace
- Provide training to supervisors, managers, and teams on how to give feedback and redirect language that is inconsistent with the culture
- Include questions about cultivating and supporting the language for staff surveys and performance reviews
- Develop multiple scripts from which everyone can choose to use for their voice mail and out-of-office email responses – developing multiple versions allows people to choose the one that works best for them
- Create a fine jar for use in meetings when the language of the meeting veers off course – make the amount minimal so that no one is financially harmed and use the money for doing something for the entire group

Imperatives

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Leverage the legends and symbols

- Include living the values and promoting the culture on performance reviews
- Make supporting and promoting the culture a part of every promotion decision
- Establish rewards – peer initiated or manager initiated – for individuals and teams who set the standard for living the culture
- Talk about culture often in team meetings, newsletters, etc.
- Tell stories about individuals and teams in meetings and publications
- Create a "Culture Legends" book or web page to honor those who excel at living your values
- Formalize the ending of every new employee's trial/introductory period – at the end of the period tell the employee that you have decided that they are a great fit for the organization and that you want them to continue and ask them to make a conscious decision to do the same
- Create a visible symbol for people who have been accepted into the organization at the end of the trial/introductory period

Build and maintain the competencies

- Identify the specific competencies that are needed to thrive and flourish as a representative of the culture – don't assume that people know what the words in your value statement mean
- Build discussions and activities about what it takes to succeed in the culture into new employee training
- Offer education sessions – face-to-face or on-line – that show examples of people living the culture
- Create short culture case studies for use in staff meetings as a tool to spur discussion and develop competencies
- Conduct culture education sessions led by senior leaders to encourage dialogue and show commitment

Align structure, process, procedure

- Systematically evaluate and align every process and procedure to ensure that it aligns with and promotes the organization's values
- Evaluate every new process or procedure based on its alignment with and promotion of one of the organization's values
- Examine the organization's structure and reporting relationships on a regular basis to ensure that it is consistent with your aspirations for the culture – empower a team of employees to evaluate and recommend changes to the organizational structure that would make it more consistent with your values
- Pay special attention to processes that demonstrate how you value your staff such as performance review, career ladders, payroll processes, corrective action/disciplinary processes, and employee recognition

Imperatives

Thought Starter Ideas

Actively strengthen the group and assimilate members

- Assign a "buddy" to new hires in order to provide each new team member with a resource for answering questions and ensuring that new people have a positive role model to help them assimilate
- Manage every step of the new hire process to send a message that new people are important – provide hiring managers a checklist to ensure that all details are addressed prior to the arrival of a new team member; make sure team members are on hand to welcome the new person; provide resource information to the new person about things they might want to know such as where to park, nearby places to eat, etc.
- Include sessions that are designed to teach people the culture as part of the new employee on-boarding experience – when possible, have those sessions led by the organization's employees
- Create a list of core questions about the organization's values that every candidate is asked to ensure that you are hiring for cultural fit
- Conduct 360-feedback assessments about the organization's values – these should be used for developmental purposes rather than as part of the performance review; you may want to begin with leaders, managers, and supervisors and then eventually move to everyone.

Note: We strongly recommend that you be cautious in using this type of feedback as part of the formal performance review until the culture is ready for that level of candor.

Remember:
If you're stuck, you can reach out to schedule a one-hour coaching call with Randy or discuss having him work with your team either in person or virtually.

Contact:
info@penningtongroup.com or 800-779-5295

Results Rule!®
Culture Assessment Profile

The best organizations and teams develop and sustain a culture that accelerates their success.

The Results Rule!® Culture Assessment Profile is a self-assessment tool designed to help you determine how well your organization does at creating and sustaining a culture that makes it possible to deliver amazing results and make change work. It is based on the six choices for building an enduring culture from the award—winning book *Results Rule! Build a Culture that Blows the Competition Away* by Randy Pennington.

This instrument will help you identify the strengths on which you want to build and the areas where you have an opportunity to improve. And, it will help you become the type of organization that consistently makes change work and delivers results year … after year … after year.

Use this tool to benchmark your current level of competency, and then refer to it regularly to evaluate your growth and development. The result will be that you will focus your efforts and grow more quickly into the organization you want to be.

How to complete the
The Results Rule!® Culture Assessment Profile

Instructions: Please follow these steps carefully to complete and score the profile.

1. **Complete the profile.** Read each of the 50 statements, and mark the number on the rating scale that most accurately describes your performance for each statement. If you are completing this as a team, ask all team members to complete the assessment individually. You can tabulate group results or use individual results as a discussion tool for creating an action plan.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

2. **Calculate your score.** Transfer your ratings for each statement on to the tally box on the last page of the instrument. Add the scores for each competency or behavior and divide the total by the number shown following the slash (/) to determine the percentage total for each area.

   Example: A score of .25 in the Tally Box is represented by 25% on the Assessment Profile Graph.

3. **Create your assessment profile graph**. Use the total score for each competency to draw a horizontal bar graph on the grid provided.

4. **Develop your plan.** Use the results of your assessment profile to create your organization's or team's development plan. You may want to discuss your results with your manager and team to confirm and clarify your results.

5. **Act on the results.** Review your plan regularly. Make a conscious effort to maximize one strength and improve one area where improvement is needed for thirty days and then reevaluate your performance. Keep track of and share your progress. When you have made the progress you desire in a specific area, choose another on which to work.

Remember: The accuracy of this assessment is in direct proportion to the honesty of your responses.

Results Rule!® Culture Assessment Profile

The following statements are designed to help you identify patterns of behavior and performance that create a positive culture that is more likely to deliver results and be responsive to change.

Read each of the 50 statements carefully then mark the number from 1 to 5 that most closely describes the extent to which your leadership performance and behavior matches the statement.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

The culture of my organization:	1	2	3	4	5
1. Values, promotes, and demonstrates candor and honesty in all interactions.					
2. Takes active steps to anticipate, discover, and understand customer needs.					
3. Shares all appropriate information about the organization's goals, plans, performance, and the impact on his/her team.					
4. Creates an environment where people are willing to say what needs to be said even when it isn't convenient.					
5. Strives to deliver the best in every area of performance.					
6. Helps people connect to a purpose that is larger than themselves and company profit.					
7. Regularly benchmarks personal and unit performance against world-class organizations both within and outside of our industry.					

The culture of my organization:	1	2	3	4	5
8. Uses fit with our values and culture rather than experience r education as the primary tool for hiring people.					
9. Constantly seeks to understand and implement the factors that distinguish the "best from the rest" in the customer's mind.					
10. Uses the standard of "pursuing the best over the easiest" as the lens through which all decisions are made.					
11. Invests time to develop strong relationships built on trust. Integrity is a way of life.					
12. Acknowledges, recognizes, and values the unique contributions of each individual. People feel as if their contribution is values and that they can affect positive change.					
13. Creates an environment where individuals and teams are engaged and excited about helping the organization grow and improve to achieve its goals.					
14. Creates a supportive climate where people feel as if their views and perspective are important – even if they are not present in the discussion.					
15. Breaks down barriers - promotes positive relationships and collaborative working across different parts of the organization					
16. Adjusts his/her approach to the needs of different situations and the various people with whom he/she works. Tailors each interaction to the unique needs of the person and situation.					
17. Actively listens to what others have to say. Seeks to understand different and opposing perspectives on issues.					
18. Recognizes individual contributions and delivers personal and behaviorally focused praise for performance and behavior that helps the organization continually improve and deliver results.					

The culture of my organization:	1	2	3	4	5
19. Takes consistent and intentional steps to build customer evangelists. Seeks ways to engage customers in helping the organization adapt, grow, and improve.					
20. Involves others in decisions that affect them.					
21. Creates role clarity - provides others with a clear view of how they contribute to the achievement of higher level organizational goals.					
22. Stays focused - not easily distracted. Prevents irrelevant issues or distractions from interfering with delivering performance that matters to the customer and organization.					
23. Keeps an eye on trends in the marketplace and the issues that are important to succeed – does not jeopardize long term goals by short term expedient actions.					
24. Brings the future alive by providing a clear, coherent and challenging vision and translating that into day-to-day activities and behaviors that help us continually improve and stand out.					
25. Drives unit and individual expectations and plans based on an in depth understanding of what it takes to continually improve and meet customers' needs and expectations.					
26. Defines good performance – establishes challenging yet fair standards of performance expectation that change as the needs of customers and the organization change.					
27. Allocates resources and information to achieve objectives (e.g. time, people, money). Makes sure that everyone has the time and tools to continually improve.					
28. Connects performance to the vision and strategy. Aligns goals and work plans at the unit level to support organizational goals.					
29. Keeps everyone focused externally on the customer rather than allowing internal issues to take center stage.					
30. Creates, maintains, and updates processes and systems to ensure that customer expectations are being met.					

The culture of my organization:	1	2	3	4	5
31. Challenges the status quo to serve the best needs of the customer – continuously looks for the opportunity to innovate.					
32. Ensures that the organization understands what to preserve from its current ways of doing business and what to jettison.					
33. Encourages everyone to keep abreast of trends and external events that affect and influence the organization and her/his area of the business.					
34. Leans from experience – does not make the same mistake twice.					
35. Bounces back from obstacles and difficulties.					
36. Uses honest mistakes as a learning tool.					
37. Encourages people and teams to try new approaches and take appropriate risks to deliver results.					
38. Provides and encourages opportunities for continuous growth and learning – helps individuals achieve their professional goals.					
39. Remains open to ideas offered by others. New ideas are not immediately dismissed or shot down.					
40. Flexible and adaptable - responds promptly and positively to changing demands and circumstances.					
41. Works to minimize contradictions, complexities, and disruptions of change.					
42. Takes responsibility – does not make excuses for performance or results and does not allow individuals or teams to do so.					
43. Action oriented – gets things done. Encourages people to takes action when it is needed without waiting to be asked. Does not punish people when honest attempts to improve don't work as planned.					
44. Holds the organization as a whole and the individuals within it to a high standard of performance.					

The culture of my organization:	1	2	3	4	5
45. Regularly reviews progress against objectives/plans. Looks for ways to get better every day.					
46. Handles conflict promptly, positively, courageously and constructively.					
47. Quickly and constructively addresses performance shortfalls - provides timely, private, behaviorally focused and substantiated feedback.					
48. Celebrates and supports those who are role models of good performance. Expects a passionate but realistic commitment to role, responsibilities, and performance.					
49. Creates an environment where individuals are inspired and committed – consciously helps others stay engaged and motivated.					
50. Stands up for and lives the organization's principles and values even when it is not convenient.					

	Tally Box	**Competency Score**	
1. Value condor & honesty	1__ 2__ 3__ 4__	Total ___ /20 =	
2. Pursue the best over the easiest	5__ 6__ 7__ 8__ 9__ 10__	Total ___ /30=	
3. Leverage the power of partnership	11__ 12__ 13__ 14__ 15 __ 16__ 17__ 18__ 19__ 20__	Total ___ /50=	
4. Focus the energy	21__ 22__ 23__ 24__ 25__ 26__ 27__ 28__ 29__ 30__	Total ___ /50=	
5. Learn & grow continuously	31__ 32__ 33__ 34__ 35__ 36__ 37__ 38__ 39__ 40__ 41__	Total ___ /55=	
6. Show the courage of accountability	42__ 43__ 44__ 45__ 46__ 47__ 48__ 49__ 50__	Total ___ /45=	

Results Rule! ® Culture Assessment Profile Graph

	20%	25%	50%	75%	100%
1. Value candor & honesty					
2. Pursue the best over the easiest					
3. Focus the energy					
4. Leverage the power of partnerships					
5. Learn & grow continuously					
6. Show the courage of accountability					

Analyzing your results:

The higher your percentage score in each area, the better. You shouldn't expect, however, to score 100% on all six choices. Since we are not there to work with you to interpret your results, these general guidelines are suggestions not recommendations.

- A score of 50% or less in any area represents a need for attention and improvement.
- A score between 50% and 75% suggests that you are on the right track but consistency might be a challenge. This could be because the team has recently changed and not everyone is completely up to speed on how you work, or it could be that there are some team members who haven't bought into these principles. You should also consider that this might represent an expectation that hasn't been clearly communicated.
- A score of over 75% suggests that your team is making great progress. You are looking for opportunities to fine tune your performance. Go back and look at the specific competencies and behaviors that make up this rating to identify where you should focus your attention.
- A score of over 90% on all of the areas is either a cause for celebration or alarm. If your company/team is delivering great results, you should celebrate. Your ratings on this assessment show why you are succeeding. It can happen that your self-assessment scores are high but your organization's results are poor. If that happens, there is a good chance that there is a gap between what you think is going on and what is actually happening. It could be a knowledge or skills gap. It could be that there is a lack of candor and honesty. Whatever it is, don't forget that Results Rule! High ratings and low results are a signal that something isn't right.

You can reach out to us to schedule a debrief call with Randy. We're happy to provide you with the details.

Results Rule!® Culture Assessment Development Goals:

Strengths on which to build	Opportunities for improvement
1.	1.
2.	2.
3.	3.
4.	4.

Name:_____   **Date:** _____

Target date for review: _____