

Your investment guide for building a differentiated culture

Instructions: For each lever, draw an X next to the milestone that most closely reflects your organization's current performance. Next, color in the circle next to the milestone that is the closest to where you want your organization to perform.



TS: Table stakes | SQ: Status quo

LEVER 01	LEVER 02	LEVER 03	LEVER 04	LEVER 05	LEVER 06
Deliberate organizational values	Performance management	Leader development	Hiring	Senior leader role modeling	Positive peer pressure

SIGNS OF LIKELY ROI FOR GOING "ALL IN"

- Deliberate organizational values:**
 - The talent you most want to attract and inspire has distinct preferences about their work environment.
 - Your executive team is willing to outperform on a subset of values (and perform "well enough" on the others).
- Performance management:**
 - Managers' spans of control make frequent feedback realistic.
 - Managers are strong coaches.
- Leader development:**
 - Managers' spans of control enable them to be frequent, visible role models for their team.
 - Manager turnover is low, so you won't lose the investment you make in developing leaders.
- Hiring:**
 - Managers view talent as a system resource.
 - Your 90-day turnover is low; it's unlikely new hires you bring on will turn over.
- Senior leader role modeling:**
 - Most executives are willing to personally commit more time to connecting with frontline staff.
 - Existing channels for communicating with frontline staff already have high levels of participation.
 - You have relatively low levels of executive turnover, so it's unlikely your investments will go to waste.
- Positive peer pressure:**
 - Union relationships (if present) are positive.
 - You can count on managers to create a team dynamic built on shared responsibility and respect.

