4 Methods to Assess Your Culture

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CIOs and other change leaders recognize that culture is both a barrier and an enabler of strategic business change. However, they often fail to leverage a variety of culture assessment methods as part of a roadmap for their culture change journey.

Key Challenges

Most change leaders, including CIOs:

- Do not have a clear understanding of the existing organizational culture beyond a high-level sense.

- Do not assess their organizational culture in any meaningful way; thus, they are often unaware whether ongoing culture change efforts are effective.

- Do not recognize the value of using multiple assessment methods, nor do they repeat their assessment efforts regularly, to succeed at culture change.

Recommendations

CIOs and other change leaders looking to master culture dynamics:

- Gain a more-effective and meaningful view of culture by designing and/or using multiple appropriate culture assessment methods.

- Determine and leverage their current-state culture strengths, not just weaknesses, using cultural assessments.

- Track culture change by assessing a baseline and then regularly revisiting it along the journey.

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Introduction

CIOs and other change leaders all agree that culture is a significant factor in achieving their goals. Many see their organization's culture as a barrier, but others see it as a large component of the solution to assuring digital business success. In Gartner's 2018 CEO survey, 37% of CEOs and senior business executives want a significant or deep corporate culture change by 2020 — and this urgency is greater for those with digital business initiatives.[1] Moreover, CIOs believe this is a key role for them specifically.

The 2018 Gartner CIO survey respondents see their most significant future role as a change leader with a wider responsibility across the enterprise.[2] Yet, these survey respondents overwhelmingly view culture as the largest barrier to scaling digital business (46% of CIOs chose this, well above other choices: 23% resources and 13% talent[3]). Given all this emphasis, and even our anecdotal inquiry feedback, where CIOs and other change leaders seem certain about the current and future goal cultures, only 10% of HR leaders have "confidence in [the] organization's understanding of culture."[4]

How then should CIOs lead a culture change journey? First, any culture change effort must define a high-level roadmap that starts by specifying a strategically valuable culture change target, as described further in "Define a Road Map for Your Culture Change Journey." Then, along with executing key culture change activities, culture change efforts will need to be assessed for progress along the way. We often use the metaphor of the journey, where the assessments are measures of progress along the route.[5]

Change leaders recognize this: A recent Gartner survey found that 82% of IT and business leader respondents rate assessing culture as important for their organization.[6] Yet, we also find that many CIOs and other change leaders don't understand the variety of methods to use to improve the value of culture assessment.

This research describes four key methods — observation, metrics, interviews and surveys — any change leader can take advantage of (see Figure 1). It also provides examples of using these methods to assess for a culture of adaptability or agility. These methods can be used for any target culture, however. Using these methods, any culture target can be fleshed out or defined more clearly and in terms of specific behaviors. The goal of the culture assessment is to identify these specifics further and over time, and then see they are occurring. In other words, the assessment work can both clarify the high-level strategy-aligned culture goals into needed, much-more-specific behavior changes, and then the assessments can measure progress toward the goal via tracking those behaviors.

Figure 1. Four Culture Assessment Methods

Four Culture Assessment Methods

Observation Metrics Interviews Surveys

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Source: Gartner (August 2018)

Analysis

Distinguishing Multiple Culture Assessment Methods

There are at least four different methods you can incorporate into a culture assessment (see Table 1), ranging from internal and self-paced to more-expensive and external-vendor-led. Here, we detail how to use each type of assessment method. The methods themselves are culture-target-agnostic.

To illustrate their use, however, we have examples from a single common target culture: adaptability (aka agility).

Table 1. Four Culture Assessment Methods: Description and Utilization

Method	Simple Description	Use
Observation	Personal direct viewing of individual and team behavior around the office (both positive and negative behavior) — no questions or discussion, just noting what people are doing and saying. Watch and listen.	41%
Metrics	Scour existing system information for data impacting the attribute you are targeting (both positive and negative insights) and implement new metrics related to your goals.	21%
Interviews	Individual discussions to answer specific questions (more structured) or just give information or feedback on how things are (less structured). Again trying to elicit both positive and negative comments, often done by external consultants for a more objective perception.	34%
Surveys	More structured questions, even including multiple-choice answers, sometimes lengthy and often conducted by external consultants.	45%

Source: Gartner (August 2018)

A recent Gartner survey tracked use of these four methods, including other permutations. Surveys were the most widely used (45%), followed by observation (41%), interviews (34%) and metrics (21%).[7] Even though this survey found 82% were performing some sort of assessment, there is no one method that all of them are using. Metrics seem to be the hardest to leverage, so start with a few lightweight and easy-to-collect metrics.

Method No. 1: Observation

The simplest method of assessing the current culture in your workplace is to walk around the office and observe how things get done. Listen to conversations. Look at what people actually do. Do some field work. Process experts have recommended observation as a key way to see current process — so too for culture. Culture is visible in individual and organization behavior, so go out and look for that behavior. Observation can be a more-accurate test than asking people what they think (the interview and survey methods are suited for more perception-based assessment). More specifically, look at how interactions between people are handled: how they communicate, how they make decisions and even how they manage conflict.[8]

While observing, ask some basic questions to yourself based on what you see and hear:

- Is this observed behavior effective today in any way?

- Is this observed behavior aligned with or against our target culture?

- Are we getting better, stronger or closer to our desired goal?

- What new behaviors do I see that might be additional positive or negative approaches?

The first downside to this method is its narrow scope. Change leaders can spread out the load on many other leaders across locations and business boundaries to get a better view, but it will always be limited. It is most appropriate when the scope of your change is smaller, such as a team or two.

A second issue is observer bias. Observers must be trained well, so that their own perceptions are not clouding the assessment. Multiple observers or even peer observers may be helpful, but can be harder to manage. Automation, such as audio and video recording, may prove useful, but these tend to have unintended ethical ramifications. Observers can also cause behavior to change, and this is particularly the case when high-level executives are observing. Be transparent about observational activities; otherwise, the very act may retard change. Moreover, this is only anecdotal information, and while it can be helpful, we don't recommend you use it as the only method. It should, however, be the starting point for many efforts.

One thing this method is great for, however, is capturing real behaviors that can be used as examples, even if other assessment methods determine key target attributes. The good stories will be a useful counterpoint to those stories many tell about "how things work around here." First, capture the negative (perhaps anonymized) or at least current-state ones (when positive and not to be left behind). Then collect some of "the future is already here, but unevenly distributed" stories that counter these old negative ones with the new behaviors needed. Find stories that illustrate: "Yes, we have often acted like that, but in this case, we acted differently." A stronger culture will have more stories of acting in the new or needed behaviors and with the new or needed mindsets. You can reward these "caught in culture" instances with recognition and positive feedback.

Stories about your own organization are always more inspiring and engaging for employees, and thus, they are more motivational. When you capture cases like this and share them widely, they can ease the transition for others that haven't already internalized the new culture.[9] Either keep these cases anonymous or get explicit permission to use them. Also consider leveraging peer advocates in the observation and good-examples-collection process.[10]

Adaptability Example: Some individual, team and organizational behaviors to look for could include:

- People avoid new assignments (resistance or negativity).

- People step up to be change ambassadors and peer advocates (resilience or positivity).

- Whether people approach challenges with a growth mindset or a fixed one.

- Communities of practice are created to encourage sharing expertise.

- Teams conduct blameless root-cause analysis.

- An innovation center is instantiated to coordinate innovation resources.

- Opportunities are provided for people to learn new skills and technologies.

Method No. 2: Metrics

A second method is to collect metrics. The ones you already probably collect in multiple systems are the easiest. Determine the key metrics that align with the current and future culture behaviors and outcomes that you seek. Create a dashboard of them as Unilever's culture listening initiative did.[11] See whether they change over time. If they do, go back to method No. 1, observe the new behaviors and capture the stories that illustrate the new behaviors. Many metrics might work, obviously depending on the target culture area.

Unilever, for example, adapted consumer market measures and the systems that measure them. For example, many organizations try to measure what might be called an employee version of a Net Promoter Score. They see whether staff are helping to recruit new employees to the firm, or by monitoring external sites like GlassDoor to see how employees view their firm.

If diversity and inclusion are your goals, you'd look at metrics related to the percentage of improvements (with aggressive longer-term goals) for hiring, team composition, management representation and many other common measures. If gender equity is one future goal, you might focus on pay equity improvements and getting more than 20% representation by women on teams.[12]

The caveats of this method will include the difficulty and expense of setting up actual measurements. They may also be more lagging indicators. Still, knowing this may allow you to target leading ones, such as counting new product ideas (leading), rather than only product launches (lagging). Such measurables also won't target all the specific behaviors you might be looking for. Furthermore, such monitoring can feel creepy to many employees, so a strong communication approach with ethical principles and methods must be used.

The positives for this method include scale and repeatability. For example, Unilever used its metrics across its global footprint to handle specific culture challenges from enterprise changes as they became visible in real time from the monitored sources. Unilever narrowed the areas for specific interventions, as well as bright spots by geography or business unit. It also reported that this approach is less costly than traditional employee surveys (method No. 4), but your cost profile may differ.

Adaptability Example: Some individual, team and organizational metrics to look for could include:

- Governance cadence moving from one-year planning to quarterly, monthly or even faster so that changes can be made faster

- Percent time allocated to employees for innovation activities

- Time and budget allocated for training on new innovative methods or tools (such as agile, lean startup or design thinking)

- Percent portfolio/investment budget allocated to innovation projects

- Percent new products introduced over the last two years or planned for the next two years

- Percent portfolio/investment budget allocated to riskier choices, such as the run/grow/transform-type allocation approach, or improvement in failure and success rates.

- Textual analysis of employee public posts on organizationwide or external social media channels (Unilever did this, and leveraged comments to create one of its dashboards in HR.)

Method No. 3: Interviews

A third method is to conduct interviews. Rather than observing behavior, here, the goal is to elicit verbal feedback. The caveats to the interview method are similar to the observation method — small scope, but even more work to do well. The positives are the much richer analysis and the deeper understanding about people's mindsets behind their behaviors. There are many aspects to consider to foster great interview assessment results.

Create a safe space for candor: Talk to existing employees as candidly as possible, one on one. Focus groups are another option for scaling interviews, but they can also inhibit some conversation compared with single-person interviews. If necessary, find a neutral site to lower the threat level, or even use external consultants for this. You can also promise anonymity, no matter who does the interviewing. Don't respond to, dispute or judge statements being made. Just be a recorder, not an expert or boss. The point is to get as much real or authentic data as you can.

Use open-ended questions: Prepare to talk in-depth with open-ended questions. Don't tell them what you think the answer is, but, rather, listen to see what they say. Keep asking why they think or feel that way. Rather than asking what's wrong, focus more on what could be better. Ask also for specific examples. For more on how to be better, consider using more contextual and appreciative inquiry approaches that are more observational, but with questions for clarification, followed by team analysis of interview results.[13] These are some examples of open-ended questions:

- What do you think about the new culture goal? What have you heard other people say?

- What behaviors will show we are getting to the culture target goal? Which would you say are not aligned?

- What behaviors or thinking have you seen in others exhibiting the culture target? Which are still not aligned?

- What is one thing you could be doing differently to work in the new culture?

- What is one thing you could or should stop doing that would be better?

- How does the culture impact you day to day?

- What gets in your way to living the culture?

- How do you, your manager, employees or colleagues enact the culture?

Ask about different scopes: The questions above ask people to talk about individual, team and organizational behaviors. To be more specific, you could ask about particular behaviors identified with the observation method described earlier. Ask whether they exhibit the new behaviors and how often, as well as what stands in the way. Ask people not only whether leaders say the right things, but also if they do the right things. Do the leaders even know the right thing to do?

Gather first- and third-person input: An even better approach is to go from first-person to third-person observations. Ask whether they see the new behaviors in others and how often. Thus, you extend your ability to observe actual behavior, and over time, you extend the ability to immediately correct to new behaviors using these newly observant peers as partners in the change effort.

Add an empathy perspective: Ask not only about behaviors, but also about thinking and feeling perceptions — as per the empathy-mapping technique commonly used in design thinking.[14] Interview questions may be the only way you can get at this hidden view directly.

Ask about satisfaction and experience: You not only want to find their general sense of satisfaction, such as an employee satisfaction or voice of the employee survey might, but also get a sense of the employee experience with the culture change more specifically.[15]

Be scripted — or not: Your interviews can be scripted or unscripted. You might try both approaches to see which are most effective in your situation. But, mostly keep the questions open-ended and listen to the answer without offering your own input. Keep probing with "why" plus "and what else" to continue the discussion.

Ask those involved in and impacted by the culture change: You can ask those people transforming the culture, but consider asking others as well. In particular, consider asking those that would be the stakeholders, customers or value receivers of those new behaviors to see whether they have noticed the behaviors and what they think and feel about them. This data can help flesh out the human-oriented value proposition for the changes and, thus, help to ensure the retention of that behavior. They also make great case study stories.

Ask a diverse group: Leadership roles are critical, so include them, but don't limit your search. Also consider how diverse your employees are, and try to assess them across the many dimensions there. Include tenure differences (recent hires and long-term employees), age differences, as well as family. Confirm with HR which aspects are legal and ethical before asking about such demographics. Perform exit interviews, as well as onboarding and stay interviews to see what the new hires hope for in the culture. If you collect significant amounts of data, use text analytics (as Unilever did in the Method No. 2 case study).

Vary the interviewer: As noted earlier, the observer or data collector can lead to bias and other poor outcomes. One strategy is to employ different people to ask questions, from executives, to managers, to staff, from customers to colleagues, same and different team or group, or close peers versus an impartial observer (from HR or a consultant, for example). More perspectives can ensure greater accuracy and less bias on the findings.

Ask about understanding: Consider asking about their understanding of the culture change journey and their role in it using this approach from "Five Questions to Inform CIOs of Organizational Change Commitment":

1. What is the vision?

2. Why are we doing this?

3. Who will have more information?

4. When and how can I contribute?

5. How can I start?

See whether they can identify what is behind the observed behavior. For example, who is really responsible for the change inhibitor or enhancer identified? Ask about things they control and things they do not control. See whether they can identify the changed behaviors they should be adopting without prompting, and when they come up with others, you can add them to the list — let them co-create for greater buy-in.

Start conversations — don't coach: Set the tone of your interviews to be conversations, not interrogations.[16] If you are a direct manager or change leader directly involved with the employee, you can go beyond listening and become more of a coach.[17] However, coaching is very different work, and it's usually best to keep these activities separate. This should be data collection with empathy, not coaching or change itself.

Adaptability Example: Some individual, team and organizational-focused questions to ask in interviews (in addition to the above) could include:

- What is the most challenging change that you've managed or participated in? How did you feel about this effort?

- Describe a time when you struggled to persuade your team to modify your goals or delegate tasks differently. What happened? And what were the outcomes?

- Do you think the organization is open to ideas about newer ways of doing things? What do you see that makes you think this way?

- How difficult is it for any employee to dedicate time and money to a new idea?

- Do you think the organization is willing to take risks to remain competitive amid the ongoing digital disruptive era? What do you see that makes you think this way?

Method No. 4: Surveys

Lastly, you may want to invest more time, resources and expense to conduct surveys. These can be homegrown, but there are many third-party tools and services that you can leverage to get input from a large number of people. Often, they involve customer-experience-style activities just focused on employees, as discussed further in "Apply Voice-of-the-Customer Best Practices to Voice-of-

the-Employee Initiatives." Some have self-service web survey tools as a lower cost option. Most also have on-site interview options to leverage for a deeper look. If nothing else, you can get more ideas for the behaviors you should target, key metrics and interview questions that you could leverage in the other methods.

The positives of this approach include scale and speed, not to mention lower internal resource requirements. The caveats to this approach include cost and timing, as they may be too expensive to repeat often enough to use as an iterative look. The best-case scenarios for most externally sourced options would be yearly, and this may be too slow for your program. Another factor to be aware of with surveys is response rate. Most clients report much less than 100% participation. To raise that response rate, one organization provided a reward for completion (a gift to a charitable foundation of the individual's choice from a list of choices). Doing this got its highest response rate ever on a nonmandatory survey (90%).

Another problem is that the vendor's interpretation may not match yours — and they'll test to theirs. Many consulting firms provide extensive company-specific assessments to match their global and national benchmarks. Be aware that, in many cases, the actual assessment may cover more than one attribute and delve into more than one factor, based on the vendor's own framework and methodology. Make sure the vendor's approach seems reasonable and accurate when compared with the goals of your own culture change effort. Don't assume that the consultant's survey definition of adaptability or agility, for example, is the same as yours. Most importantly, don't assume that you can simply outsource your culture change initiative or the survey work specifically to an outside firm. Use their work, but assume the responsibility for change internally.

Adaptability Example: Some individual, team and organizational surveys to leverage could include:

- Enclaria Leadership's Employee Innovation Survey.

- Denison Consulting offers organizational culture surveys like its Change Resistance Survey that include adaptability factors, such as creating change, customer focus and organizational learning.

- Hofstede Insights offers an organizational culture scan that checks, for example, "How ready an organisation is for change — is there enough trust, not too much anxiety and are the relevant groups ready for change?"

- PSI Services provides The Resilience Questionnaire to gauge aspects of individual and organizational resilience, along with other assessments.

- Creative Realities has an Innovation Diagnostic "Does Your Culture of Innovation Align With and Support Your Innovation Agenda?" and Sample Innovation Diagnostic Questions (on Survey Monkey, as are others).

- For a much more detailed and academic approach, consult this in-depth OECD report: F. Galindo-Rueda and A. Van Cruysen, "Testing Innovation Survey Concepts, Definitions and Questions: Findings From Cognitive Interviews With Business Managers," OECD, 2016.

Note: In this research, Gartner is not endorsing any of the specific surveys noted as examples, nor are we suggesting that we have made a comprehensive survey of available tools. We only want to make sure change leaders understand that this is an option and provide information to get started in leveraging this method.

How to Use Culture Assessment Methods

There are many aspects to consider when performing culture assessments.

Build a roadmap for your culture change journey: Assessing culture is, of course, not changing it. Any assessment work should be part of an overall high-level culture-change roadmap that should be continuously adapted along the journey. We describe a simple programmatic change approach you can leverage and alter as you see fit in "Define a Road Map for Your Culture Change Journey." Creating the roadmap may not be necessary to start with a small scope (just one team), but as scale increases, the journey needs more structure and a much larger set of partners, including HR.

Plan to learn more about the target as well as to track change toward that target: Perhaps it is obvious to use assessments to track change or progress toward your strategy-aligned culture goal or toward greater strength of the culture area you're targeting. However, we find that the process of creating an assessment or learning about the externally created assessments you're using really clarifies a lot about what the culture you're looking might mean in real life. Keep asking, "Is this what we mean to do when we say we want this culture?"

Determine scope upfront: This set of methods can be applied at different scope levels — from focusing on groups as small as a single team (perhaps one you lead, such as a CIO's direct reports or a first few agile teams) up to the entire organization. Of course, at the larger scale, the behaviors may best be augmented with processes, policies and funding, and the survey work might be leveraging benchmarks against other firms. The scope can change for each iteration.

Use multiple methods: Given the different aspects of these four methods, we recommend organizations use more than one simultaneously and consider connecting insights and behaviors first visible from one method to other methods. For instance, an insightful interview response might generate a new behavior to observe, a new metric to track or a new survey question. Don't limit the options you have to help you see what's really happening. Consider doing assessments as a way of listening to people — and we all need to do more of that. More methods should mean greater accuracy.

Encourage self-diagnosis: One approach some organizations use instead of interviews (or leveraging peer advocates for behavior observation), is performing an employee-led culture diagnosis or assessment. Here, you ask a group of employees to define the behaviors that would

guide people toward the new culture target.[18] This can lead to a more experimental approach to assessments — trying a variety of different things to learn more, then continuing the journey with those lessons and new behaviors to focus on.

Take time to interpret results carefully: Sometimes the basic data from the survey may be discounted or seem incorrect. Other times, it seems simply to confirm the initial target bias: You tested for X and got X, but what about Y? Either way, spend the time, and involve many key stakeholders and experts to interpret the data you have and realize the data you still lack.

Look for behavior and experience: The goal is to identify behaviors and related metrics that don't capture what people do or what people experience.[19] In fact, organizations that diagnose how employees experience culture in their day-to-day work, not just how satisfied they are with it, are 11% more confident in their understanding of the culture.[20]

Gartner Recommended Reading

Some documents may not be available as part of your current Gartner subscription.

"Define a Roadmap for Your Culture Change Journey"

"Drive a Creative Culture Through Activities, Education and Attitude"

"Measuring Employee Engagement: Past, Present, Future"

"CIOs Must Embrace Change Frustration as a Positive Sign of Engagement"

"Create a Compelling Vision That Everyone Understands"

Evidence

[1] See "2018 CEO Survey: CIOs Should Guide Business Leaders Toward Deep-Discipline Digital Business," specifically Figures 22 and 23.

[2] See "The 2018 CIO Agenda: Mastering the New Job of the CIO" (2017). Specific findings about change include these:

- Nearly all CIOs (95%) expect to change, or "digitally remaster," their current job as a result of digitalization.

- Survey respondents see their most significant future role as a change leader with a wider responsibility across the enterprise (and top performers chose this 29%, 9% more than typical — with 25% in public sector).

- With 78% of all CIOs reporting that digital business is making their IT organizations better prepared to change (93% of CIOs at top-performing organizations), now is the time to implement change to the IT organization, as it is likely to accept a new direction. This, in turn, makes transition to the new job of the CIO easier.

- Some industries even see change as a more onerous responsibility. See "2016 CIO Agenda: A Higher Education Perspective" (2016): "The first startling finding is that 'change agent; is the top item in the love category for higher education CIOs (19%), but 'change management' is also at the top (16%) in the hate category."

[3] From "The 2018 CIO Agenda: Mastering the New Job of the CIO" (2017) — see Figure 9.

[4] Gartner HR practice: "A Leader's Guide to Building an Organizational Culture That Performs" (subscription required), which notes that "Better alignment can increase employee performance by up to 9%," yet "Only 31% of leaders feel they know how to get their culture to perform."

[5] Another metaphor is exercise, where the assessments are measures of increased strength due to getting muscles working better and in new ways: more often (repetition), more widely (more people), more habitually (without strong external controls required) and more resiliently (able to withstand uncommon situations or challenges). In either metaphor, we need methods to measure changes.

[6] Source: Gartner 2018 "Culture in Digital Business" survey. This research was conducted via an online survey from 27 June to 12 July 2018 among Gartner Research Circle Members — a Gartner-managed panel composed of IT or IT-business professionals, and an external sample source. In total, 249 members participated (149 Research Circle and 100 external). Qualified participants included business end users with either an IT or IT-business focus as a primary role. The survey was developed collaboratively by a team of Gartner analysts and was reviewed, tested and administered by Gartner's Research Data Analytics team.

[7] Results are from the Gartner 2018 "Culture in Digital Business" survey cited earlier. Specifically, interviews was described as "by asking in focus groups or other open forums" (and doesn't include more one-to-one interview activities and, thus, might be undercounting this activity), and the metrics were described as "behavioral measurement via existing operational systems" in this survey.

[8] These three factors are more deeply addressed in "The 'We' in Team: Understand Your Team to Be a Better Team Leader."

[9] Use our "Storytelling in Three Acts: A Guide to Persuasive Communications" (2017) research to compose effective stories about the culture change experience. Consider using this approach to empower your individual adoption styles approach, leveraging "Use Individual Adoption Styles to Bust Through Organizational Change Resistance."

[10] See "Leading from the Heart: Peer Advocates Make Organizational Change Easier" (2016).

[11] See "Unilever: Real-Time Culture Monitoring" (subscription required).

[12] A. Woolley and T.W. Malone, "Defend Your Research: What Makes a Team Smarter? More Women," HBR, June 2011. "The standard argument is that diversity is good and you should have both men and women in a group. But so far, the data show, the more women, the better."

R. Lorenzo, "How Diversity Makes Teams More Innovative," TED Talk, October 2017. BCG: "Our data shows that, for gender diversity to have an impact on innovation, you need to have more than 20% women in leadership."

[13] For more on contextual inquiry versus appreciative inquiry, see "Designing a Digital Workplace That Works the Way You Do" (2017) and "Three Techniques Will Help Uncover Nonroutine Work Patterns and Build a Better Digital Workplace" (2016).

[14] For more on design thinking, see "Deep Customer Understanding Is Critical for Successful Digital Business Innovations" and "Market Insight: Digital Twins — Apply Design Thinking to Unlock Insights Into Differentiating Experiences."

[15] For a deeper examination, see "Designing for 'Employee Experience' Will Increase Engagement and Business Impact of IT Projects" and "Measuring Employee Engagement: Past, Present, Future."

[16] For more ideas on starting conversations, consider using a three-question approach, as explained in "Get, Give, Grow: A Conversational Model for Improving Employee Engagement." For groups, you can use the PRISM model described here to generate great ideas for structuring the questions you might want to ask and to generate effective conversations about culture: "The Culture PRISM: Introducing Five Dimensions That Shape Your Culture" (2018).

[17] For more on coaching as a next step, see "To Improve Stakeholder Engagement, CIOs Must Balance Advocacy and Inquiry in Conversation" and "How CIOs Can Raise Employee Performance by Embracing a Coaching Leadership Style" (2017). However, purely for assessment purposes, you're not really trying to coach new behaviors, just to see whether they are happening.

[18] These concepts are discussed in more detail in "A Leader's Guide to Building an Organizational Culture That Performs" (subscription required).

[19] For employee engagement more generally, consult "Measuring Employee Engagement: Past, Present, Future" for useful metrics.

[20] Source: Gartner HR practice "A Leader's Guide to Building an Organizational Culture That Performs" (subscription required).

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