



WHITEPAPER: ETW INTENTIONAL CULTURE SERIES

Objectively Scoring Culture

How to effectively set a foundation to help you drive an intentional culture in an objective and developmental way that engages both managers and employees.



SCORING CULTURE

Determining how an employee ranks in terms of cultural alignment to the organization has long been an illusive concept. With all the technology, applications, management and HRIS software out there, evaluation of alignment to culture seems to have always been the area lacking a comprehensive solution. That is, until now.

ETW provides both the platform for aligning employees to strategy and culture, and best practices for conducting evaluations from an objective perspective. Defining an agreed upon set of observable behaviors enables you to engage your entire organization with culture, and gives management the visibility to who is or is not living the culture. These behaviors create the baseline for what is expected from each employee to contribute to the success of the organization, and ETW provides the mechanism to objectively review their alignment to culture, and ensure consistency throughout the entire organization.

Some helpful terminology...

Clear Descriptions – State exactly what is expected.

Effective Scoring Criteria – Objectively measures the desired outcome

“Hard” Requirements – Any requirement that can objectively be measured with metrics (dates, dollars, percentages, etc.) is a hard requirement for which it is relatively straightforward to set a scoring criteria.

“Soft” Requirements – Any requirement with an outcome that is hard to measure with metrics. Soft requirements typically contain completely subjective scoring criteria like “below expectations”, “meets expectations” and “above expectations” where expectations are never clearly defined or measured. Avoid this type of vague scoring criteria whenever possible. Instead, set objective criteria that can be measured and evaluated against the requirement (this is where meaningful descriptions contribute to effective scoring criteria).



THE FOUNDATION OF YOUR INTENTIONAL CULTURE

When building an intentional culture, it is important to have clear descriptions of what the agreed upon observable behaviors are which everyone is expected to adhere to. Communicating this set of behaviors across the organization creates a solid foundation for your intentional culture to be effective in driving organizational success. Holding all employees accountable to how they are actually living the behaviors ensures that they are being applied appropriately.

Managing and developing employees to live the intentional culture is so vital to the success of an organization that you need to score these soft requirements as objectively as possible to determine how well your employees and managers are aligned with the elements of your culture such as observable behaviors, mission and vision. Take a look at the following ETW Best Practices for scoring our own alignment tools in an objective and effective way.

BEST PRACTICES

Rating employees from lowest to highest on their application of living each alignment tool can be very subjective and varied without an agreed upon objective approach. At ETW we set our scoring criteria based upon three dimensions of actions and behaviors that drive positive business outcomes:

THREE DIMENSIONS OF ETW SCORING

The *frequency* with which the desired action and behavior occurs

The *business impact* of applying each Alignment Tool as it relates to overall performance results

The *ability to communicate* the desired action and behavior and to *positively influence* others to take the desired action and demonstrate living and applying each Alignment Tool



Examples of Meaningful Descriptions

A manufacturing organization wanted to have every employee constantly focus on driving out waste so they took on the behavior of "Treat company resources wisely". They wanted every employee to behave and make decisions like an owner rather than just thinking that "The Company" had a magical money tree and would just pay for everything. They asked employees to share examples of how they are treating company resources as their own.

Employees initially thought that if they were in a role that was not involved with purchasing then they had no way of living this behavior. Managers started coaching employees to help them understand that company resources included more than just money and materials saved and could encompass things like time saved through efficiencies and innovation.

Getting every employee to proactively think about how they can better live the behavior of treating company resources wisely resulted in about 150,000 hours of capacity in one year and allowed the organization to grow by 30% without hiring additional employees.



ASSIGNING NUMERIC VALUES

To reinforce the importance of each of these dimensions and to create more valuable and meaningful discussions between employees and managers, points will be assigned for each dimension and then added together to provide an overall score for each alignment tools. The following table describes the criteria for scoring each dimension of an Alignment Tool on a 10 point scale.

3 Dimensions	Scoring Criteria	Points
Frequency	Always demonstrates the desired action or behavior related to the Alignment Tool	4
	Frequently demonstrates the desired action or behavior related to the Alignment Tool	3
	Sometimes demonstrates the desired action or behavior related to the Alignment Tool	2
	Rarely demonstrates the desired action or behavior, or sometimes demonstrates the undesired action or behavior related to the Alignment Tool	1
	Never demonstrates the desired action or behavior, or frequently demonstrates the undesired action or behavior related to the Alignment Tool	0
Business Impact	Positive impact on results that consistently exceeds performance goals	3
	Positive impact on results that consistently meets performance goals	2
	Positive impact on results that is consistently below performance goals	1
	Not living this alignment tool properly is having a negative impact on team	0
Ability to Communicate and Influence	Can state the alignment tool	3
	Can explain how the alignment tool adds business value	
	Provides a strong example of living the Alignment Tool with a ROI value in line with level and scope of role	
	Influences others to effectively live this Alignment Tool	
	Can state the alignment tool	2
	Can explain how the alignment tool adds business value	
	Provides a strong example of living the Alignment Tool with a ROI value in line with level and scope of role	
	Can state the alignment tool, can explain how the alignment tool adds business value (no strong example)	1
	Cannot state the alignment tool and how the alignment tool adds business value	0



Examples of Meaningful Descriptions

A distribution company had structured their billing and customer support functions as extensions of the sales team. The employees in these roles had a set of behaviors including "presenting and pursuing solutions" for which they were instructed to share examples of how they were applying it in their role to bring value to the organization. The discussions and examples provided by managers and employees were plentiful and it quickly became apparent by managers that many of the employees were going above and beyond their own role's requirements to resolve various challenges originating from salespeople that were chronic throughout various parts of the organization. These employees were the unsung heroes of the organization and nobody was aware of how much of their capacity was being consumed by these issues until the ETW system was put in place to allow these employees to share all of the good they were doing for the organization and share what processes they were implementing to reduce and solve the issues.

These discussions resulted in the innovative solutions in one region being applied to other regions. These solutions included things such as the creation of training content for salespeople to counteract the top 5 things that result in billing errors and customer service issues, proactively auditing client accounts for accuracy to reduce errors in billing, and driving a mindset of one harmonized sales-team whereby salespeople met with billing and support teams to better understand how they can ultimately work better together to serve the customer.

The insights and coaching gained by empowering employees to find solutions to their own problems resulted in both a better customer experience and employee experience as the group's NPS Scores improved dramatically within 6 months of utilizing the ETW platform to objectively drive culture.



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THE PROCESS

For an organization new to scoring culture, it is helpful to begin with Managers observing and noting when employees are clearly living the culture through a set of agreed upon observable behaviors. From there the responsibility will shift to the employee to come up with quantifiable examples of how they have lived the culture during the evaluation period. Manager and employee can then discuss how they did or did not hit the mark, and what kind of ROI the employee's actions have had on the company or plan.

By applying our best practices for scoring culture objectively, you will find that employees are not only more engaged with the culture, but are confident they are being fairly and objectively evaluated. More importantly, their scores will allow them to better understand and align their actions, desired behaviors and performance with the organization going forward.

About ETW

ETW provides a platform to track, evaluate and measure employee performance against the major objectives of the organization. Easily execute and translate long-term strategy into clear, actionable goals. With ETW you can effectively communicate the company's roadmap to success and engage everyone throughout the organization with that roadmap. Using ETW your organization can connect employees to strategy and culture to drive sustainable winning results.



ETW

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