



# A4S

## CFO LEADERSHIP NETWORK

### ESSENTIAL GUIDE TO FINANCE CULTURE

Developing a finance culture that is fit for the future

#### TOOL 1 – CULTURE SURVEY



THE PRINCE OF WALES'S  
CHARITABLE FUND





# TOOL 1

## Culture survey

### PURPOSE

To provide a snapshot of current employee perceptions and behaviours, and to understand where there is a disconnect between the perceptions and behaviours of the finance function now, and where you want them to be. The results from the survey can then help the finance function or organization to design strategies and interventions to create the required shift.

#### Options for use

As a supplement to existing staff surveys

To drive discussion in a group e.g. at team away days

As a standalone survey

### Instructions

1. Distribute the survey. Ensure everyone understands the clear vision and the purpose of the survey.
2. Each individual plots themselves on the scales against broad cultural and sustainability questions. Collate the results. Consider using an online survey tool to simplify the process and to support analysis of the results.
3. Compare and contrast the results for the different groups.
4. The results can then help the finance function to design strategies and interventions to create the required shift.

### Helps to understand the differing perceptions and behaviours between:

The finance team in reality	versus	The finance team from the expectation of leadership
Finance leadership	versus	Finance team
Finance team	versus	Other teams
Organization A (pre or post merger)	versus	Organization B (pre or post merger)
Country or division A	versus	Country or division B

### INTERPRETING RESULTS

Every organization has its own unique culture and although there is no right or wrong culture, we believe those that operate more sustainable business models can ordinarily be expected to:

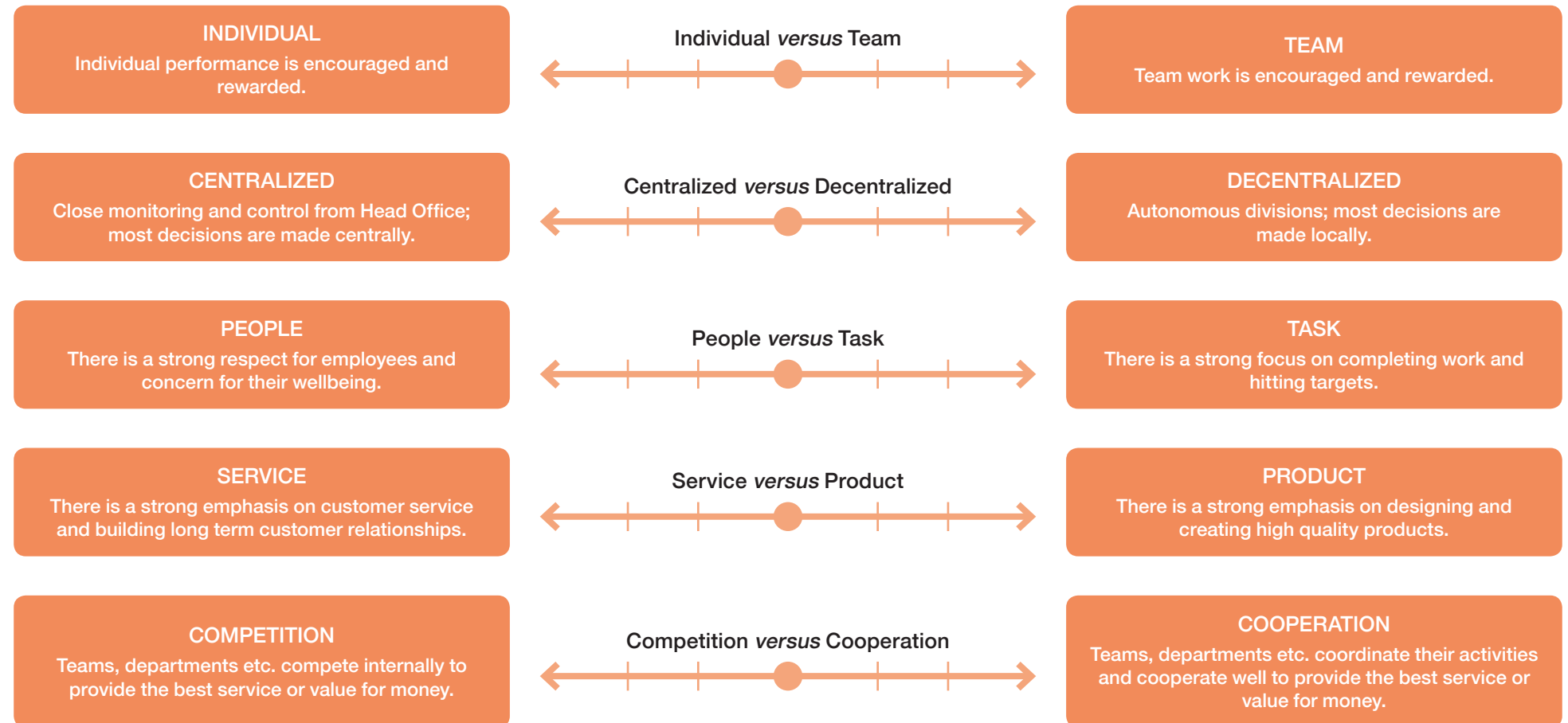
- Be driven by their vision and purpose
- Consider external stakeholders, impacts and dependencies in their decisions
- Use broader data than just financial when making those decisions
- Communicate more openly and transparently
- Be able to cooperate and collaborate between functions





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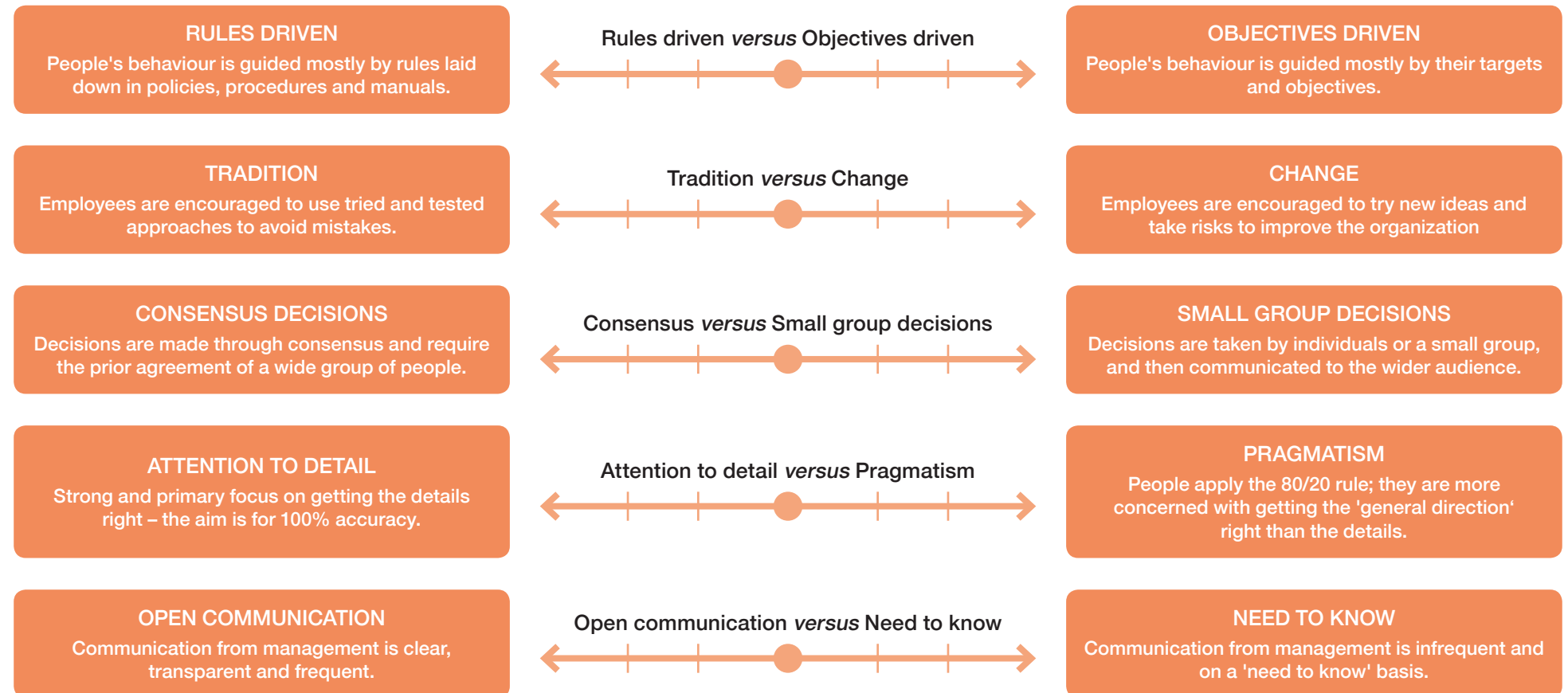
## Broad culture assessment questions





# TOOL 1

## Broad culture assessment questions





# TOOL 1

## Sustainability assessment questions

