Core beliefs and culture
Chairman’s survey findings

Exceptional organizations think about their business as a two-sided ledger: strategy and culture.

- 94% of executives and 88% of employees believe a distinct workplace culture is important to business success.
- When considering which factors substantially contribute to a company’s success, a significantly higher percentage of executives identified “a clearly defined business strategy” (76%) rather than “clearly defined and communicated core values and beliefs” (62%).
- In contrast, relatively equal percentages of employees cite these factors as contributors: “a clearly defined business strategy” (57%) and “clearly defined and communicated values and beliefs” (55%).

Exceptional organizations create and sustain a culture that engages and motivates their employees.

- 83% of executives and 84% of employees rank having engaged and motivated employees as the top factor that substantially contributes to a company’s success.
- There is a correlation between employees who say they are “happy at work” and feel “valued by [their] company” and those who say their organization has a clearly articulated and lived culture.

<table>
<thead>
<tr>
<th>Focus on culture*</th>
<th>“I am happy at work.”</th>
<th>“I feel valued by my company.”</th>
</tr>
</thead>
<tbody>
<tr>
<td>My company has a distinct culture.</td>
<td>84%</td>
<td>86%</td>
</tr>
<tr>
<td>I can clearly explain my company’s culture to my friends and family.</td>
<td>82%</td>
<td>86%</td>
</tr>
<tr>
<td>My boss speaks to me often about our company's culture.</td>
<td>57%</td>
<td>63%</td>
</tr>
<tr>
<td>Senior leadership regularly communicates my company's core values and beliefs.</td>
<td>75%</td>
<td>81%</td>
</tr>
<tr>
<td>Senior leadership acts in accordance with the company's core values and beliefs.</td>
<td>80%</td>
<td>85%</td>
</tr>
</tbody>
</table>

*Data reflects the results from the employee survey only.
Executives may be using social media as a crutch to build culture and seem accessible — but good leadership can’t be dialed-in. Norms for building an exceptional culture and organization have not changed.

- 45% of executives say social media has a positive impact on workplace culture while only 27% employees agree.
- 41% of executives compared with only 21% of employees believe that social networking helps to build and maintain workplace culture.
- As it relates to management visibility, 38% of executives think social media allows for increased transparency while only 17% of employees agree.

There is a disconnect between organizations simply talking about their culture and those that are embedding their beliefs into their operations.

- Executives have an inflated sense of their workplace culture when compared to employees based on significant differentials in their responses to questions about how culture is expressed in their organization.
**Exceptional organizations have core beliefs that are unique, simple, leader-led, repetitive, and embedded in the culture.**

- There is a correlation between clearly articulated and lived culture and strong business performance.
- Only 19% of executives and 15% of employees believe strongly that their culture is widely upheld within their own organizations.

*Data reflects responses from the employee survey only*

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**To be an exceptional organization, companies must focus on the intangible elements of culture-building.**

- When considering what factors impact workplace culture, executives rank tangible elements such as financial performance (65%) and competitive compensation (62%) among the highest, whereas those factors were among the lowest for employees.
- In contrast, employees rank intangible elements such as regular and candid communications (50%), employee recognition (49%), and access to management/leadership (47%) highest.

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For more information about the survey and its findings, please contact Dana Fields Muldrow at (212) 492-3875.

*About the survey: Harris Interactive surveyed 1,005 U.S. adults (aged 18+, employed full-time in a company with 100+ employees) and 303 corporate executives on a number of questions related to culture in the workplace.*


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