

## Shape your culture, drive your strategy.

Aligning culture with corporate strategy



Corporate culture is no longer just a **"nice to have"**



**86%** of executives surveyed around the world rate culture as **"very important"** or **"important"**<sup>1</sup>

and



**82%** of executives believe that culture is a potential competitive advantage<sup>1</sup>

However only



**12%** of executives believe they are driving the "right culture"<sup>1</sup>

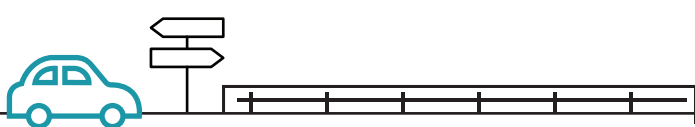
### Culture enables strategy

When culture and strategy are aligned, companies can show as much as

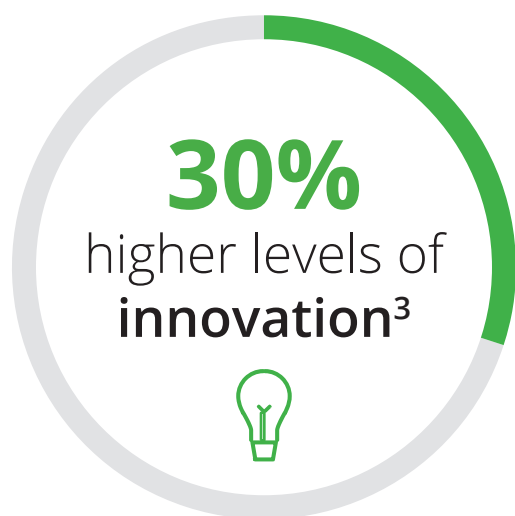


**50%**

**differential in performance.** In order to energize a culture into a competitive advantage, the active ingredient is the emotional connection between the enterprise and its employees. To activate the power of culture, a campaign mindset with reliable diagnostics and active management is essential.<sup>2</sup>



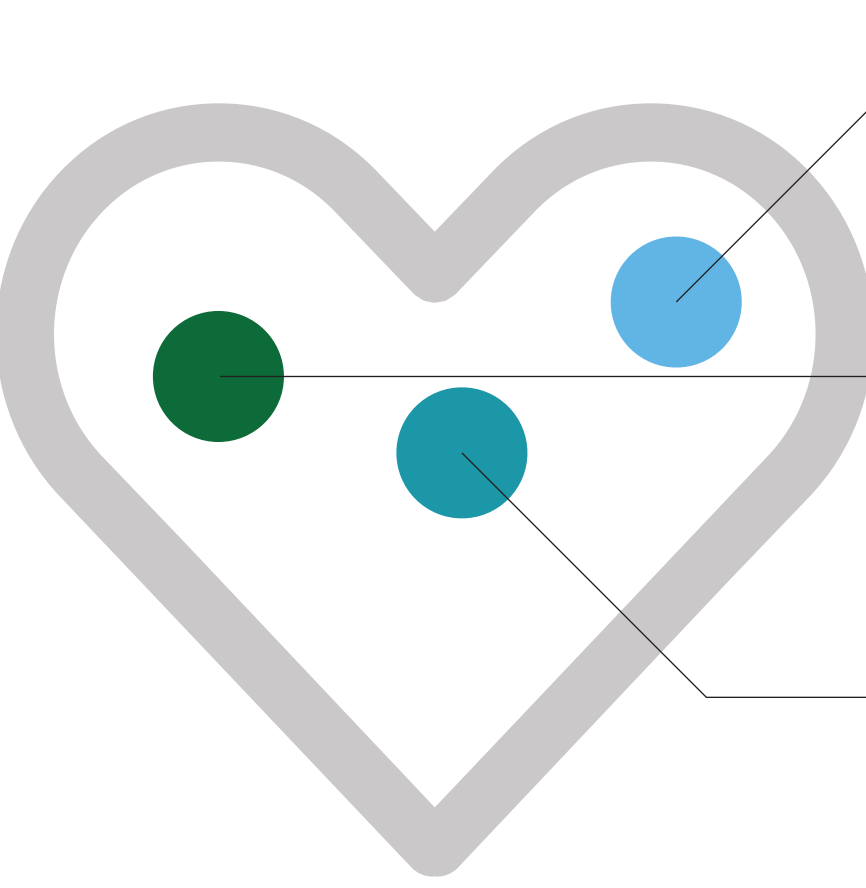
### Mission-driven companies tend to have



**Demand alignment of culture and strategy**  
Understand where you are today and identify if it supports your business strategy.

### Set emotions in motion: **Connect with employees' hearts to drive change**

To help people feel the change—and be part of it—companies can draw from the work of consumer marketers. You can use stories and images to send not just the literal message of teamwork and mutual sacrifice, but also the emotional resonance around community and collaboration.



- Higher purpose**  
Every company, from health care to entertainment, serves a goal greater than maximizing shareholder returns.
- Examples from the top**  
Leaders can do far more than just make rational appeals. Their stories and actions have a power far beyond their directives.
- Participation**  
Here is where the employees come in. By linking the deeds of individuals at any level to larger goals, leaders can give meaning to even the most ordinary action.

### Put your culture on the right path

**What results look like**

When culture is measured, actively managed, and aligned with business strategy, it can propel better business results.

**91%**

of executives and employees whose company has a **strong sense of purpose** also say their company has a history of **strong financial performance.**<sup>4</sup>



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<sup>1</sup> Deloitte's Global Human Capital Trends Report 2016, inclusive of surveys and interviews with more than 7,000 business and HR leaders from 130 countries.

<sup>2</sup> James Heskett, Harvard Business School professor, The Culture Cycle: How to Shape the Unseen Force that Transforms Performance 2011.

<sup>3</sup> Deloitte Review Issue 16: Becoming Irresistible: A New Model of Employee Engagement (Josh Bersin).

<sup>4</sup> Deloitte Culture of Purpose: A Business Imperative, 2013 Core Beliefs & Culture Survey.

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