



The power of Culture

In a 2015 survey of 3,300 executives in 106 countries, top managers said culture is the most important issue they face – more important than leadership, workforce capability, performance management, or anything else. ¹

Whether an organization is undergoing a strategy change, integrating after a merger, responding to a regulatory environment, or pursuing and retaining critical talent, culture is at the crux of the change.

Culture is derived from business leaders and sustained through actions and behaviors. Culture is a powerful competitive advantage, but it can also destroy value if it is not aligned with strategy and adapted to changes in the business environment.

“As regulators focus on culture, Wall Street struggles to define it” ²

– *Wall Street Journal* –

“Define your corporate culture before it defines you” ³

– *CIO* –

“The Morning Risk Report: company ‘culture’ creates its moment” ⁴

– *Wall Street Journal* –

The Deloitte Culture solution helps business leaders understand and actively shape their culture so employees are engaged and deliver on the business strategy. Deloitte’s experience, services and next-generation CulturePath™ solution can deliver compelling and actionable visibility into an organization, progressively guiding the organization throughout its business journey and giving it confidence to lead the way forward.

The Deloitte Culture framework

The Deloitte Culture approach uses a proprietary framework and an analytics-driven, cloud-based diagnostic to measure eight indices as the foundation for comprehensive culture change. By breaking broad cultural attributes into measurable individual behaviors, the insights derived enable leaders to make specific decisions about processes and talent that are aligned to the business strategy.



Core indices

Represent foundational cultural elements. Organizations often make strategic choices and define success with these indices.

Differentiating indices

Measure the emotional connectedness between an organization and its workforce. Entities exhibiting these traits achieve distinguished performance.

¹ Deloitte Global Human Capital Trends 2015 Report

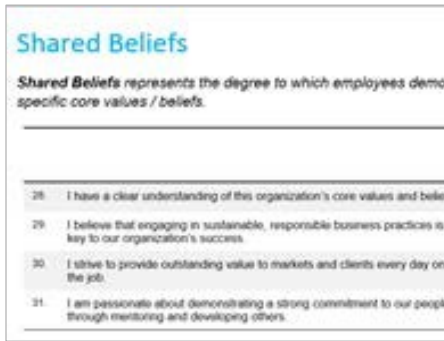
² Emily Glazer and Christina Rexrode, “As Regulators Focus on Culture, Wall Street Struggles to Define It: Big Banks Try to Monitor Employee Attitudes to Avoid Future Problems,” *Wall Street Journal*, <http://www.wsj.com/articles/as-regulators-focus-on-culture-wall-street-struggles-to-define-it-1422838659>, February 1, 2015

³ Sharon Florentine, “Define Your Corporate Culture Before It Defines You”, *CIO*, <http://www.cio.com/article/2875140/careers-staffing/define-your-corporate-culture-before-it-defines-you.html>, January 26, 2015

⁴ Samuel Rubinfeld, “The Morning Risk Report: Company ‘Culture’ Creates Its Moment”, *Wall Street Journal*, <http://blogs.wsj.com/riskandcompliance/2015/02/03/the-morning-risk-report-company-culture-creates-its-moment/>, February 3, 2015

The Deloitte CulturePath product

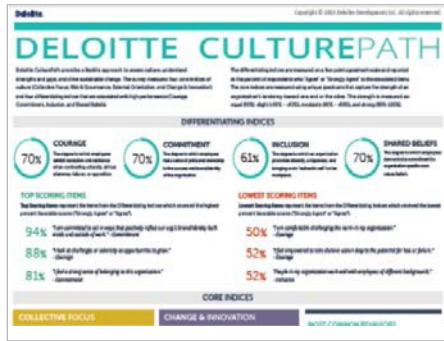
The Deloitte CulturePath product is a comprehensive diagnostic solution that has already helped many companies drive precise and targeted culture change.



Comprehensive survey deployed to a selected employee population, designed to assess culture along eight core and differentiating indices



Cloud-based visualization used to explore information across divisions and geographies



Snapshot view ideal for use in communication and reporting – a quick, easy-to-absorb view



Detailed report that can be used to build targeted action plans

Through Deloitte's approach, leaders can confidently activate their entire organization, continuously developing and sustaining the culture they need to drive their business results. Because, at Deloitte, we believe Culture is a journey. We help organizations put their culture on the right path. Navigate, Cultivate, Elevate.

Contact culturepath@deloitte.com and visit www.deloitte.com/culturepath for more information

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Clients choose Deloitte CulturePath to:

Access deep insights about organizational culture
Measure eight distinct dimensions to get a comprehensive view of the organization's profile.

Explore real-time analytics & perform comparative analyses through interactive dashboard
Delve into dynamic dashboards, as well as complementary infographics and summary reports.

See across business divisions and geographies
Uncover unique subcultures that exist throughout different parts of the organization.

Track progress over the period of change
Watch the organization make progress and course-correct if needed.

Learn from leading practices that exist within the organization
Identify groups and locations that are already aligned with the organization's goals for culture.

Enjoy ease of use and distribution
Share data results among leaders while distributing the survey to segments or the entirety of an organization.

Act upon the insights
Apply time-tested, business-driven methodology and culture advisory services from the leading organizational change consultancy.

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