The Moment

Culture Scan

A guide to mapping and shifting your organization's innovation culture.

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The Moment works with leaders and teams in organizations facing disruptive change to build a long-term capability for innovation.

Our innovation programs help develop the strategies, projects, capabilities, knowledge, and culture that will enable organizations to continuously create new value and positively impact the lives of people.

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In this rapidly changing world, fostering a culture that enables innovation is essential to drive the organization forward.

Table of Contents

In a Nutshell

INTRODUCTION

The Culture Scan is a tool for cultural diagnosis and intervention. The process to create your version of the Culture Scan dissects the complex nature of culture and reveals cultural opportunities specific to your organization. The visual artefact makes the elements of your culture visible and enables you to track your progress over time.

TWO DIMENSIONS OF MEASUREMENT

The Culture Scan is used to map your **desired culture** first. This reveals the explicitly stated values, structures and dynamics often set by leadership (the culture we talk about). It isn't always the culture that exists, but reveals much about who and what you want to be as an organization.

Next, the Culture Scan measures your **lived culture.** We ask "How are we moving toward that desirable culture? What behaviours tell us that?" This process reveals any gaps between what you collectively say and what you collectively do. This enables you to pinpoint opportunities and cultural assets to leverage for positive change.

CO-CREATIVE CULTURAL INTERVENTION

The Culture Scan is most effective when you engage your team, not just in providing data toward the Scan, but also in making sense of it, and building the final visualization. If they are going to own it, your team need to participate in creating it. They need to know they will build the next version too—that the Scan doesn't happen to them, but is created by them.

This ownership is a great enabler of culture change because it sets up a participatory mindset: **our culture doesn't happen to me—it happens in part because of me; because I'm a part of it, I help make it... and I can change it.**

How Culture Enables Innovation Work

Why understanding culture is essential for innovation efforts

Innovation. It's a craft and a journey, not just a breakthrough idea or new product offering. Business people use this word a lot, but often struggle to find a way to really get into innovation work and be successful at it. Is it about ideas? Creative people? Better spaces? Years of experience have shown us that establishing a clear understanding of an organization's readiness to innovate can be one of the most important things an organization can do on its innovation journey.

Critical to that innovation readiness is your organizational culture and whether it will support your future or your past, your legacy offerings or your new ones. Every cultural element will either hold you to your status quo, or propel you forward to your future. Your culture needs to allow "the new" to thrive, in order to realize that desirable future. It is essential to get clear on how you're tracking toward cultural elements that will support the new.

Whatever you're innovating, it will require people to accept and implement it. Bringing in "the new" is inherent in innovation work, which means that change is inevitable. This makes innovation efforts change efforts by nature. But before we go running to grab the Change Management Handbook, we should ask ourselves "are we managing change, or do we need to activate change?"

At The Moment, we believe the latter. Change activation within organizational cultures is the intentional shifting of a culture toward something that will work for the future. Because change activation is required to support new innovations, bringing certain elements of your culture into focus will be critical to that intentional change. Visualizing your culture is essential to help your organization make sense of the complexity of your culture. Only then can you get specific about what to amplify, change, and build.

Why Culture?

The Moment's experience working with a multitude of organizations across business sectors has taught us that culture is critical to the success of any innovation endeavour. An organization's culture will either accelerate or hinder its innovation and business success and is a powerful force for either maintaining the status quo or enabling the best future.

Culture is all about behaviours, norms, and people—it is complex. Understanding complex things or complex problems is made easier by creating and interacting with visual representations.

Try sorting though some of that complexity using Edgar Schein's model of organizational culture, asking:

- What are the observable artefacts of your culture? (dress, practice, structures, behaviours, etc.)
- What are the values that are represented by those artefacts?
- What are the belief systems that support the lived experience of people in your organization? (e.g. "we believe that the more you work, the more committed you are")

We used principles of complexity science, organizational development, and design to create the Culture Scan, so you can map your culture and identify actionable ways you can shift it.

CULTURAL ARTEFACTS: EASILY OBSERVABLE

ESPOUSED VALUES: AT THE SURFACE

BASIC ASSUMPTIONS: DEEPLY HELD AND "UNDER THE SURFACE"

The Moment's recommendations for the best outcome

There are many available tools for mapping organizational culture. The Moment takes a particular stand to help you build an innovative culture, and to help your organization prepare for and engage with a rapidly changing future of work. The Culture Scan is based on some strong points of view.

Challenge Statements

What's Important

How We Do It

Understanding culture is a collective activity where multiple perspectives are essential and conversation is the key.

The Scan works best when you get input from as many people as possible. Wherever you can, bring people together to make sense of their data.

Builidng aspects of your culture that encourage innovation are no longer optional, they are essential.

Half of the Culture Scan is devoted to your readiness to innovate. The Innovation Elements are pre-populated based on sound theory and experience.

The future of work is here, and every organization can benefit from looking at how they want to shape a culture for that future.

When building the "desired culture" dimension of the Scan, we promapt you to consider emerging values, structures, and dynamics as inspiration for what you might create.

Your unique organizational flavour matters, and should be made explicit and understood.

Much of the Scan is what you make of it. By simply discovering & stating what your values, structures and dynamics are, you'll enable intentional culture shifts.

Tool Structure

The Tool Overview

The Culture Scan visualizes both your desired culture and your lived culture. The Culture Scan:

- Reveals levers for change and cultural opportunities so you can thoughtfully intervene
- Helps make sense of the complex nature of culture
- Pushes you to think of the culture you need, not just the one you have
- Makes explicit those things which have become invisible, thus allowing us to intervene, change, and shift ways of doing and being
- Helps you track progress and change over months and years, and becomes a shareable artefact and touchpoint for all team members

The Tool Mechanics

The outer ring of the Culture Scan represents the desired culture. This is the highest level of the Scan. This level is composed of elements grouped in six different categories: Values, Structures and Dynamics, Activities, Infrastructure, and Behaviours.

The lived culture is represented on a scale that spans from Never to Always.

The higher the level is in each category, the closer the lived culture is to the desired culture.

Innovation Elements | Unique Elements
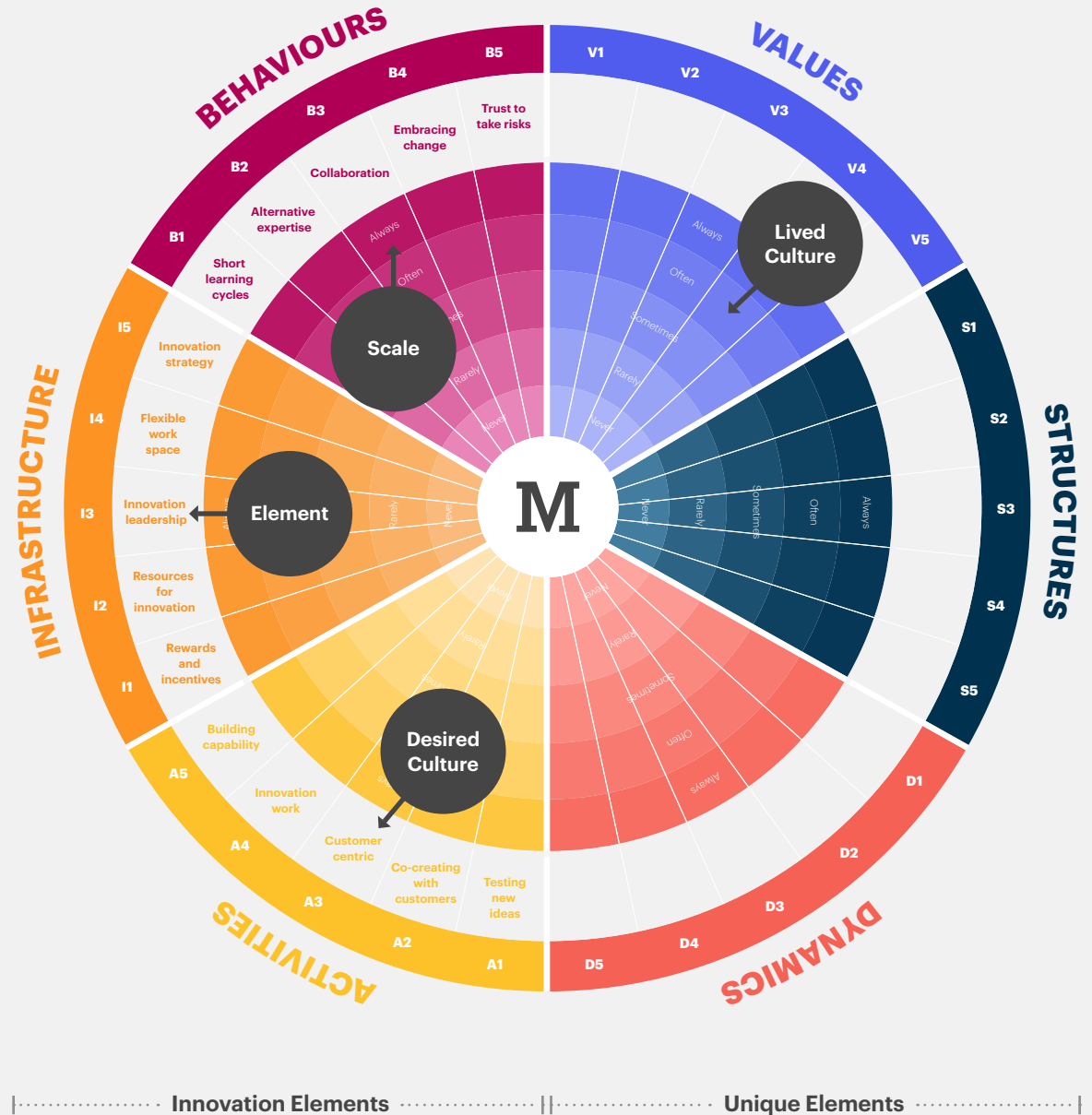
Innovation Elements

The left side of The Moment Culture Scan was developed with the strong belief that organizations no longer have the option to be innovative in our changing world and economy.

The elements on the left side of the Scan are a measure of how ready your organization is to engage in innovation work. Your organizational culture doesn't have to be perfect in all elements, however it's important to know what's working and what needs attention.
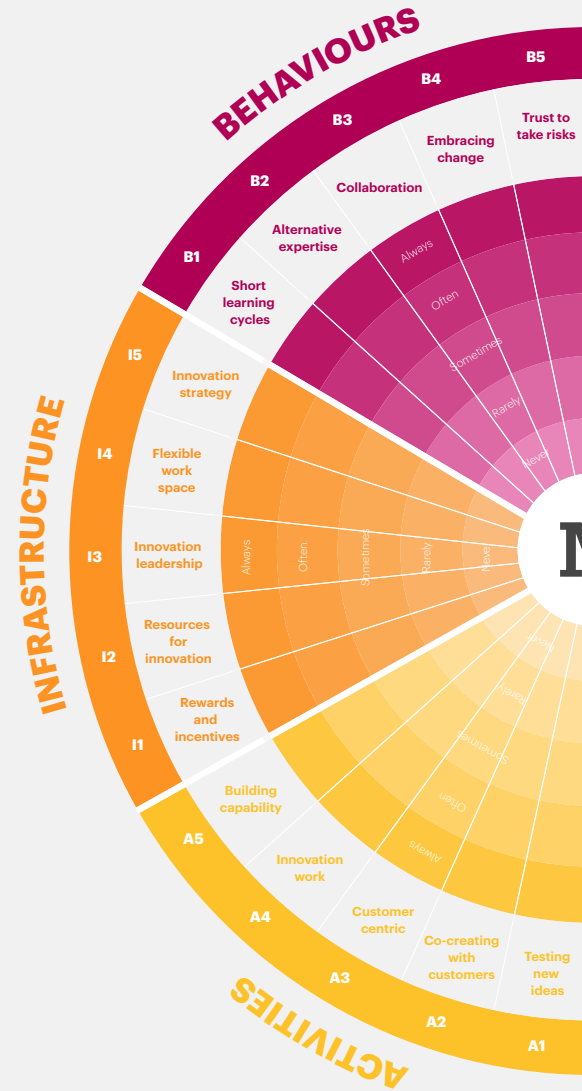
Where your organization is on its innovation journey and what business goals you are grappling with will determine which elements are most critical to address sooner than later.

Behaviours

Innovation culture is built over time and will make or break your innovation efforts. This is often why companies choose to segregate or incubate innovation — "Let's keep this work safe from our regular, traditional ways!" While that can be an effective strategy for certain types of innovation efforts, you may still find that outputs from incubated efforts are blocked by the dominant culture of your organization. Paying attention to behaviours within that culture can really pay off.

Infrastructure

Innovation infrastructure is what holds your innovation work up, and supports its progress. It may seem like the boring part of innovation readiness (space, policies, benefits, etc.), but without it, we allow traditional policies and structures to undermine our innovation efforts. It is often the easiest thing to address, if given time, scope, and commitment from the top.

Activities

The Moment's point of view on capability building is based on the belief that we learn by doing, and that action leads to new ways of thinking more easily than the other way around. Innovation activity creates stories that provide social proof so that innovation practices can spread, thus accelerating innovation culture.

Unique Elements

The right side of The Moment Culture Scan is all about the particular flavour of culture you have in your organization. What values, structures, and dynamics are at play and which ones are making your best future possible?

Different organizations and business goals are supported or blocked by different values, structures, and dynamics. Thus, the right side of the Culture Scan is not pre-populated. You and your team determine what your desired culture is.

To help you figure that out, we've given you the starting points of values, structures, and dynamics. What points you in the right direction? What holds your work together across disciplines and departments? What's the special flavour of working at your organization?
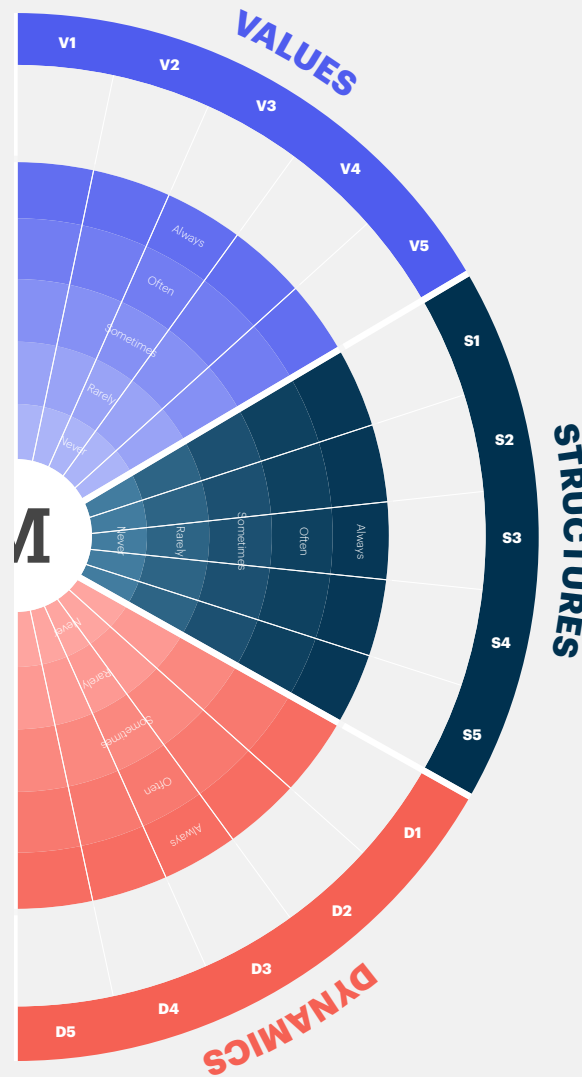
Values

Desired organizational values are usually explicitly expressed, either 'on the office wall' or on a company website. They may be phrases: "We believe that all people should be able to afford good food", or single words: "Integrity". When we start to compare what is desired and what is actually lived, the things we truly value become clear. Your values elements may be different than you think.

Structure

Cultural structures are those practices and policies which structure our work and our interactions. These include how decisions are made, how we manage tasks and projects, how we structure teams and the organization as a whole, and how we organize patterns of work. For example, is your organization hierarchical with decision making power being held by a few executives, or have you distributed decision making power to self-organizing teams?

Dynamics

Your cultural dynamics are the set of practices that define how people relate to one another, and any special or unique practices that show up and become "how we do things around here". What is the "feel" where you work? Fun? Professional? Open? Closed? Transparent? How people treat each other is a key driver for trust and work.

Sample Scan:
The Moment's Culture Scan

At The Moment, we are really proud of the culture we have built, not just because it is awesome, but also because we have built it with a lot of intention. It isn't just luck that we work in such a great place. The Culture Scan is a product of our own journey of looking at the culture we had, and actively shifting it to something that would support our best future.

We use our Culture Scan to hire and onboard employees, and to help us make major decisions. It helps us to stay aligned to our own goals of becoming a responsive or "teal" organization, and to walk the talk on the innovation practices which we push our clients to adopt.

Sharing our desired culture is a statement to the world about who we want to be. Sharing our lived culture shows that we know we're not done yet. Our culture will continue to evolve, and we should expect to have "imperfect scores" as we build our future.
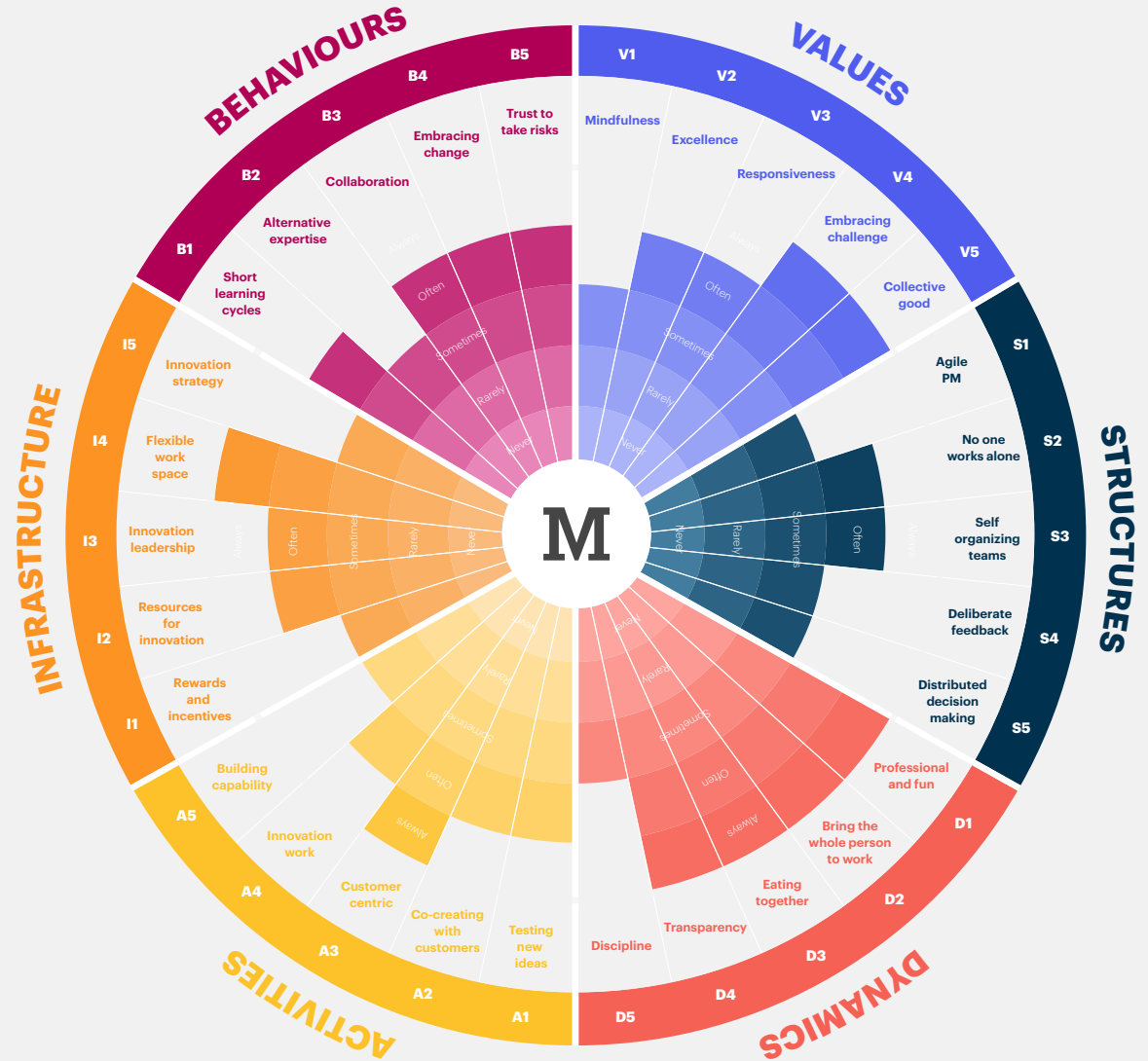
Take a look at our Culture Scan. What would you say defines our culture?

Mapping Process

Option 1
Do it Yourself

Explore The Moment's Culture Scan on your own.

Doing the Culture Scan yourself is a good start on your culture development journey. Self-assessments not only reveal what you know about your culture, but what is still left to discover and explore. Choosing this option could help you understand more clearly what kind of help you need to build the culture you want.

If you are not experienced with this type of culture work, we recommend you start by engaging a small team in this activity. It could be quite challenging to engage the whole organization in this exercise without some practice first.

Step 1
Get Ready

- Use the template on the right or download the poster size tool (36inx36in) here: https://cdn2.hubspot.net/hubfs/3903042/Culture-Scan-input-2019.docx
- Familiarize yourself with the tool and the instructions
- Gather the necessary supplies: sticky notes and markers for everyone
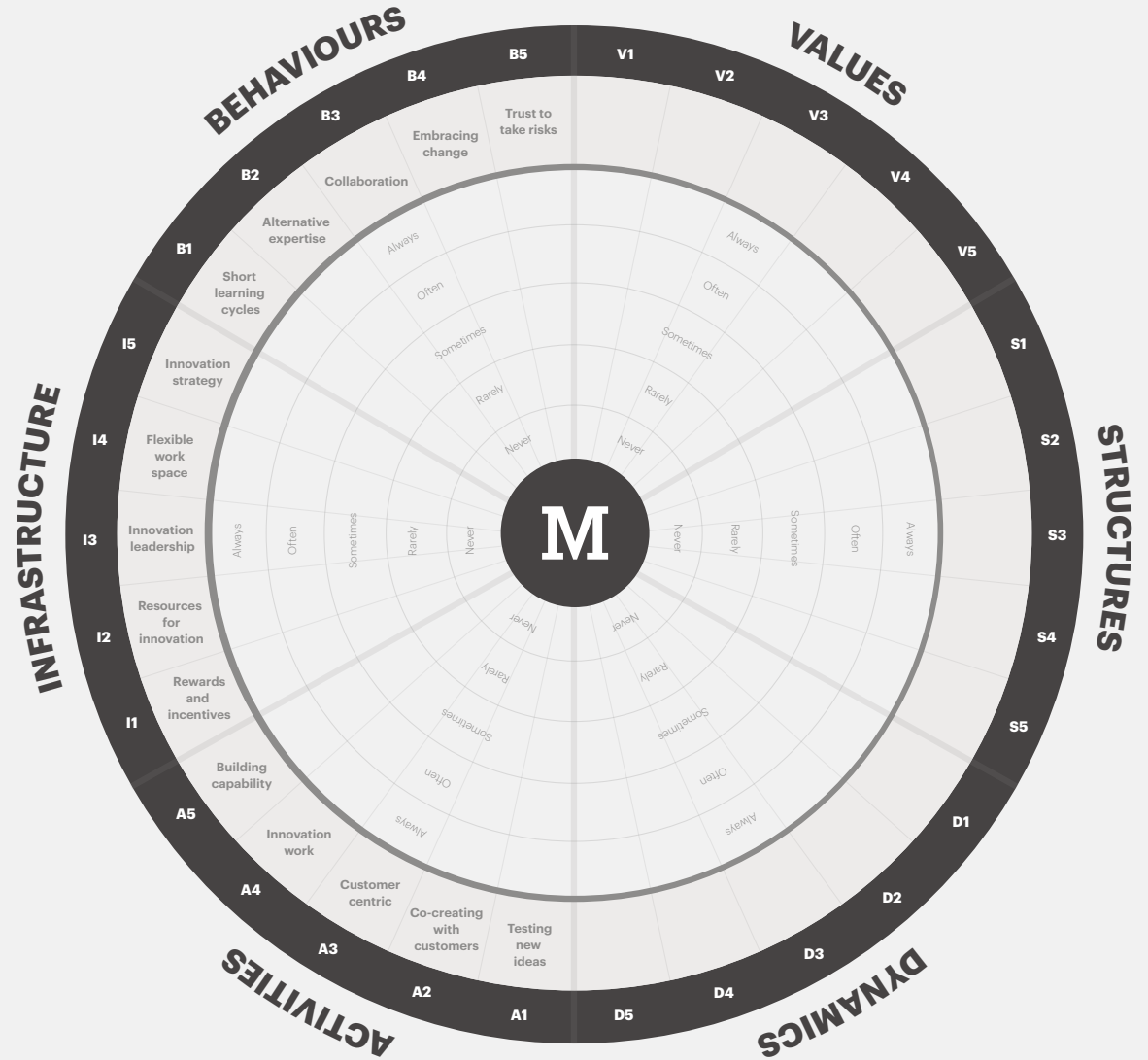
Step 2
Reveal the Desired (stated) Culture

Before you measure how you're doing, you need to know what the desired end-state is. It's time to articulate in clear terms the culture you wish to have.

- Meet with your team to establish your desired culture.

The Innovation elements on the left side are pre-determined (see page 22), so leave those ones for now.

The right side will reflect the particular flavour of your organization, so you have to do a little work to populate it first.

Step 2
Unique Elements

If you don't have a set of explicit corporate/company values, answer the following questions with a small team, preferably including leadership, to help you get to a version 1. Write the answers on sticky notes and place them on the outer circle of your Culture Scan (see pre-populated Left Side for placement). Keep the answers as tight and succinct as possible.

Can't come to a consensus? This is very revealing! Sometimes it is in the disagreement discussions that we discover the truth of what we are saying is our desired culture. This is important to resolve as conflicting desired (stated) cultures can be confusing for everyone on the team.

You may already have stated values (on the wall or on your website) for your organization, e.g. "Employees show respect and consideration towards others, resources, and the environment". If so, those can be used to populate this section, instead of completing the exercise for this segment. If you don't have established organizational values, try answering the questions below. Values are incredibly unique to each organization, so if these questions don't seem right, look for cultural artefacts (e.g. a pool table in your break room may indicate you value fun and play; uniforms may indicate you value a consistent experience).

Establish Organization's Values

Values

V1: What are the expectations around serving and working for your customers? (e.g. Customer centric, the customer knows what's right? Customers are our partners?)

V2: What is the declared purpose of your organization? (e.g. We help families afford what they need for a good life? We help organizations stay relevant in a changing marketplace?)

V3: How would you describe the organization's expectations around quality and/ or your expertise? (e.g. Our work exceeds national standards? Our work is always beautiful, functional, and innovative?)

V4: What is the organizational expectation around flexibility for its people? (e.g. Our schedules and locations are uniform? Our people work where and when they want?)

V5: How does your organization foster the mental and physical health and wellness of its people? (e.g. We make time for wellness within every workday? We support the wellness goals of every employee with funds, time, and support?)

Step 2
Unique Elements

Each of the questions below is a prompt to get you and your colleagues thinking about the structures and dynamics you want for your organization. Answer each question to get you to what the desired state is (e.g. Agile project management).

Establish Organization's Structure and Dynamics

Structures

S1: What is the organizational expectation of managing how tasks and projects get done? (Agile processes? Waterfall project management? Do you have your own name for this process that everyone would understand?)

S2: What elements of work are important to keep in balance? (Back-end and customer facing? Sales and marketing? Client work and business development?)

S3: What is the expectation for how decisions are made in the organization? (Central or distributed model? Hierarchical?)

S4: What is the expectation for how your people structure their work patterns? (Highly organized? Completely flexible?)

S5: What is the expectation around how teams are organized and function? (Hierarchical? Siloed for depth of expertise? Cross-functional and self-organizing?)

Dynamics

D1: How would you describe the expectations around formality at work? (Very formal? Casual? A mix?)

D2: How would you describe the emotional "feel" of your organization? (Bring the whole person to work? Professional—keep personal problems at home? People show only strength? People show vulnerability?)

D3: What are the expectations for how fun and celebration are experienced within your organization? (Eating together? Patterns of recognition?)

D4: What is the expectation for how information is supposed to flow in your organization? (Great care is taken to control information? Information flows freely? People practice radical transparency within all aspects of the business?)

D5: What is the expectation for how people deal with timelines? (Are deadlines kept? Do people keep promises to each other?)

Step 2
Unique Elements

Write your organization's unique cultural elements on the dotted line.

Establish Organization's Unique Cultural Elements

Innovation Elements   ## Unique Elements

INNOVATION BEHAVIOURS   **V1–V5 VALUES**

B1: Short learning cycles   **V1:** ....

B2: Alternative expertise   **V2:** ....

B3: Collaborative   **V3:** ....

B4: Embracing Change   **V4:** ....

B5: Trust to take risks   **V5:** ....

INNOVATION INFRASTRUCTURE   **S1–S5 STRUCTURES**

I1: Rewards and incentives   **S1:** ....

I2: Resources for Innovation   **S2:** ....

I3: Innovation leadership   **S3:** ....

I4: Flexible work space   **S4:** ....

I5: Innovation strategy   **S5:** ....

INNOVATION ACTIVITY   **D1–D5 DYNAMICS**

A1: Testing new ideas   **D1:** ....

A2: Co-creating with customers   **D2:** ....

A3: Customer centric   **D3:** ....

A4: Innovation work   **D4:** ....

A5: Building Capability   **D5:** ....

Step 3
Prepare Your Expectation Statements

Begin by reading through each of the elements together; ask questions; develop a shared vocabulary.

Once you have a good sense of your desired culture mapped on the outer ring of your Culture Scan, you can begin the work of exploring your lived culture (what's actually happening).

Before you start you will need to phrase your cultural element as a statement of expectation as though it is already true.

E.g.: If a desired cultural element you identified is Agile project management, then your statement of expectation would be "We use Agile project management tools and processes."

The statement should be one that we can respond to with Always, Often, Sometimes, Rarely, or Never.

For Behaviours, Infrastructure, and Activities you will use the provided statements of expectation (see page 24). For Values, Structures, and Dynamics you will need to write your own.

Expectation Statements / Innovation Elements

Innovation Behaviours

B1: Short learning cycles: We work in small iterative cycles—testing, prototyping, and learning fast to mitigate risk.

B2: Alternative expertise: We have a regular practice of reaching out for expertise that is unlike our own. Individuals, project teams, departments, and the organization reach out to unusual suspects to join the conversation.

B3: Collaborative: We are highly collaborative in our approach to solving problems. We come together in cross-functional teams to work on solutions.

B4: Embracing change: We actively embrace change. There is nothing too sacred that it can't be refined or re-made.

B5: Trust to take risks: We take smart risks, knowing that we will be supported by the team. We have a lot of trust in one another.

Innovation Infrastructure

I1: Rewards and incentives: We have goals and incentives that encourage innovation; we reward people for innovation activity, not just successes.

I2: Resources for Innovation: We allocate enough time and money to support innovation efforts.

I3: Innovation leadership: Leadership knows from experience what innovation really feels like, and are up for the uncertainty involved in taking on new kinds of approaches and initiatives.

I4: Flexible work space: Our work spaces are moveable, customizable, and flexible. We have the spaces to do the creative and collaborative work that could help us innovate.

I5: Innovation strategy: We have an innovation strategy, clearly outlining the who, what, when, how, and why of our innovation efforts.

Innovation Activity

A1: Testing new ideas: Our people easily generate novel ideas, and have structure and freedom to explore and test them.

A2: Co-creating with customers: When we create a new product or service, we create "the new" with our customers at our side.

A3: Customer centric: We put the customer or end-user at the centre of all that we do here.

A4: Innovation work: We are constantly evolving our skills through training or real work applications of new approaches. People are both aware of and practicing with innovation principles and tools.

A5: Building Capability: As part of our day-to-day activity, people all over this organization use innovation tools/ methods, and participate in creative collaborations like ideation, and/or the design thinking process.

Expectation Statements / Innovation Elements

Values

Structures

Dynamics

V1: ....

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S1: ....

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D1: ....

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V2: ....

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S2: ....

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D2: ....

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V3: ....

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S3: ....

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D3: ....

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V4: ....

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S4: ....

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D4: ....

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V5: ....

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S5: ....

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D5: ....

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Step 4
Measure Your Lived Culture

Once you have a good sense of your desired culture mapped on the outer ring of your Culture Scan, and have all your statements of expectation ready, you can begin the work of exploring your lived culture (what's actually happening). We recommend using a combination of engagement options 1 and 2 to do this discovery.

Engagement Options

Engagement Option 1:
Use a survey

Because your desired culture is now expressed as statements to which you are able to apply an assessment of or, you can easily create an online survey with this content. Getting survey responses from all your people will give you an idea of how this desired culture is being lived out, and can reveal some new insights from people who are out of your close communication circles.

TIP: Consider whether the survey should be anonymous or partially anonymous. If people may not speak freely about their experience, keep it anonymous. If you think people are able to speak freely, and it will help to connect their responses to roles and/ or departments then ask people to share the information that will help.

TIP: Include an "other" box for each question. People may want to clarify their responses. Sometimes great insights come from the "other" box!

Engagement Option 2:
Bring people together to assess the lived culture together

If people have participated in the option 1 survey, begin by populating the Culture Scan with the answers that were given (either turned into averages or showing the range of responses). Then ask the people in the room to react. Anything surprising here? What do we think is the story behind our very low rating of our lived culture for S4?

If you are starting with this option (without the survey), use the Culture Scan map to trigger a discussion of each element. How are we living this out? What is it like where we work?

Step 5
Discover opportunities for change, and build actions to activate that change

Gather to discuss any cultural elements that are showing the need for attention, because they have received an assessment of Never or Rarely.

Ask the group:

- Does this element really reflect the culture we want?
- What do we do well that we might leverage to make a change in this element?
- What actions can we take in the near and mid-term to activate change?
- Who will be responsible for doing those things?

Tip: Never leave this conversation with vague or non-existent action steps. Remember that it's often the connections between cultural elements that offer leverage for change.

For example, your current culture might be highly disciplined. Is there a way to leverage that discipline toward the adoption of new practices? How does discipline express itself in your company? Could you build a daily practice of a new behaviour?

Culture is complex and it is practically impossible to tackle all its elements at once. A reasonable plan for desirable change can help you focus on cultural elements that are closely tied and thus influence each other.

Option 2
Culture Program

Map your organizational innovation culture with The Moment. Design and deploy activities and interventions for change.

The Moment Culture Scan is, on its own, a very good step toward understanding your company culture. It is, in essence, a collective self-assessment tool. As with any tool, the quality of the outcome is only as good as the skill with which it is wielded. Having applied the Culture Scan internally and with other organizations, The Moment can help you navigate the sometimes challenging exploration of your company culture. Having a Moment Innovation Team at your side ensures you don't waste any time getting to the truth of your culture and to positive and intentional action to improve it.

Diving deep with rigorous research

The Moment's innovation Team stewards culture assessments to reveal how people truly feel at work and guides conversations to accelerate and deepen discovery sessions. A rigorous qualitative and quantitative research approach enables a deeper cultural understanding than surveys and meetings alone may provide. We combine surveys, collaborative sessions, and a host of design research methods to deliver a well-rounded and accurate picture of your company culture.
We meet with leaders and representatives from different areas of your organization to establish the desired organizational culture. We work with cross-functional teams and a mix of team members, roles, and levels of leadership to really get at the true picture what people are trying to create.

Co-creating the scan

We engage teams in co-creation sessions and discovery dialogues to gather baseline indicators, and to assess how the organization is progressing toward the desired culture. Our team of experienced facilitators and expert organizational change practitioners get your team into the conversations that need to happen, especially those that are difficult. With skilled guidance, your team can all engage as participants and thus all contribute more thoroughly to the discovery process. Because we are not a part of your organization, we bring new eyes to your culture assessment which can be the key to uncovering any hidden elements.

Co-creating the future

When you have a completed Culture Scan, you actually have more than that. Your team has gone through a transformative discovery experience. You have made explicit cultural elements that were previously hidden or un-named. Your people are engaged in exploring a way forward. Working with The Moment also enables you to design your path forward using tested tools and methods for creating change in large and small organizations. With The Moment as your partner, you can access guidance and develop a plan to move you toward your desired culture faster and with less organizational friction.

The Moment's Culture Scan makes complexity visible, thus enabling thoughtful action, intervention, and the ability to shape the culture you want.

Complete the Culture Scan and share it with us on social media using the #CultureScan and tag @TheMomentisHere.

Download the form here. Fill it out and send it to us by email culture@themoment.is and we will send you back a PDF of your Culture Scan in colour.

(A limited quantity of posters are available on a first come, first serve basis.)

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