Better culture transparency.
Faster. For less.

Challenge

There is a factor in organizations that is often seen as unpredictable: human behavior.

When facing major changes, even experienced leaders are surprised by how reluctant their teams are to give up their comfortable and established routines and habits—even when the changes are happening at the request of these same teams.

What can be done to foster not only the will to change, but also the capacity and ability to change? What are the fundamental sociological characteristics and capabilities of a given team? How can their response to change be accurately predicted, without relying on gut feeling or expert opinion alone?

Solution

An objective and, most of all, reliable analysis of corporate culture and team behavior cannot be derived from psychological questionnaires or oversimplified models of group interactions. But that's okay, because we have an entire branch of science at our disposal for this: sociology. Which, for decades, has been making massive strides in the objective measuring and statistical mapping of organizational culture. The result is both a comprehensive overview of the assumptions and routines that define your teams, as well as a detailed set of recommendations that are proven to reliably improve their ability to act. Our clients use these insights to successfully plan and run transformation processes, technology rollouts, restructuring campaigns, post-merger integrations, or M&A preparations. They use them to replace intuition with certainty.

Clarity at a glance

high accuracy

22 key behavior indicators

as granular as needed
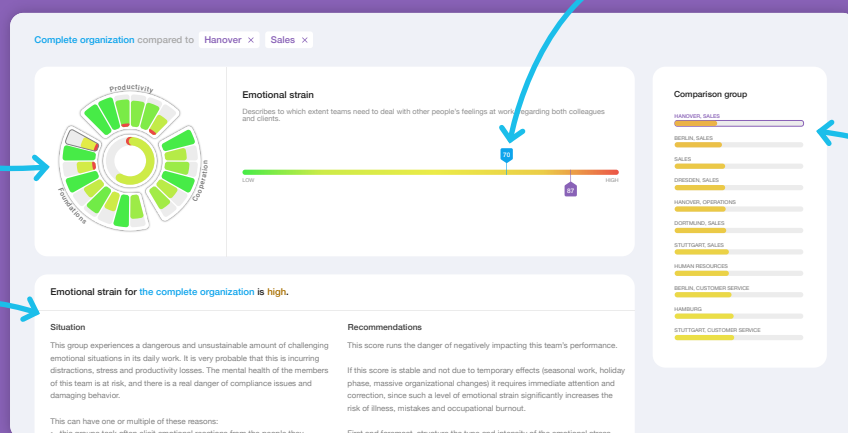
Recommendations that guide you on how to improve the situation (for more than 120 different states)

22 key behavior indicators

Our analysis is based on a sociological survey and describes your organizational culture by way of 22 key behavior indicators. These are available both for the organization as a whole as well as for each individual team within it, whether it's departments, branches, functional roles or age groups.

It is not a feedback survey that maps the current "mood" of the teams: it instead reveals what the teams are fundamentally like—regardless of whether times are hard or golden. Wherever it is advisable to actively influence the teams, you will receive pragmatic and understandable instructions and recommendations that are widely proven to work. These recommendations, like all our work, are based on objective behavioral measurement methods that have been refined and confirmed in hundreds of thousands of academic studies with millions of participants.

Base your decisions on an objective situational analysis that is not distorted by current mood, opinions or gut feelings.

What do we measure exactly?

Ability to act

Are the assumptions and routines of teams aligned towards the viable execution of tasks and projects, or are there obstructing contradictions and instabilities?

KBIs that measure foundations:

Clarity of intent
How clearly defined are a team's shared, attainable and valued goals?

Role clarity
How well does a team understand its tasks, responsibilities, and what is expected of them?

Predictability of work
During work, do uncertainty and insecurity occur rarely or frequently?

Workload
What is the balance between the amount of tasks and the time available to do them in a satisfactory manner?

Cognitive strain
What are the expectations regarding the cognitive abilities of team members?

Emotional strain
To what extent do teams need to deal with other people's feelings at work, including both colleagues and clients?

Concern about employment
How concerned is a group about being fired and finding reemployment?

Team identity
Do teams derive their identity from the organization they work at, or do they identify with their profession?

KBIs that measure cooperation:

Sense of community
Does a group have a sense of belonging in the workplace?

Discussion environment
How participative are a group's decision-making procedures? How comfortable are team members with making themselves vulnerable, or proposing new ways of doing things?

Type of support
Is innovation supported only verbally? Or also through action?

Agreeableness
Does a group have the ability to interact with others in a kind, sympathetic, cooperative, warm, and considerate way?

Horizontal trust
To what extent do employees trust each other in their daily work?

Absorbtivity
Is a team protective, is it wary of new impulses? Or is it open to new people, ideas and methods?

Focus
Does the organization focus more on getting its work done, or on empowering people?

Vertical trust
To what extent do employees and management trust each other in their daily work?

KBIs that measure productivity:

Ambition
What is a group's attitude towards efficiency and effectiveness? Does it focus on optimizing and maintaining processes and resources, or on achieving results?

Result standards
How committed is a team to deliver the highest possible quality? And is it open to using progress monitoring procedures? How much care does a team **want** to put into their work, as opposed to how much care they **can** put into their work.

Operational standards
How strict is the internal structuring of the organization? Does it have many rules about how to do things, or is it flexible in its understanding of process?

Innovation capability
Does a team have the capacity to produce innovation impulses? Is it able to understand and act on external innovation impulses?

Elasticity
How pragmatic is a team when interacting with customers? Does it see its work as the implementation of inviolable rules, or does it tend to bend to the needs of the market?