



# Culture Audits

## What, Why, When, Where, Who, How. . .

- **What:** An assessment methodology for uncovering the closely held and widely shared underlying Values, Assumptions, and Motivations that define the organization's culture and influence the collective day to day behaviors.
- **Why:** Knowing what influences day-to-day behaviors (which translate into performance) is crucial in designing and orchestrating interventions. If you don't get to the root causes of counterproductive behaviors, both overt and covert, your change effort will be both long and costly.
- **When:** A culture audit should precede a culture change initiative, the blending of 2 or more businesses, functions or operations, or reorganization.
- **Who:** Under ideal circumstances, the entire organization should be audited. However, it is not necessary to assess 100% of the population. A statistically representative and properly stratified sampling should uncover the needed information from each operational unit, as well as the entire organization.
- **Where:** The audit process need not interfere with routine work. It is designed to minimally disrupt day-to-day work by conducting the data collection in scheduled brief meetings.
- **How:** Two methodologies are employed. The first is a series of focus group interviews. The second is a written survey designed specifically for your organization's identified issues. The audit process then entails four events:
  1. **Event 1:** Selected individuals targeted to participate in the data collection process learn in a 1-day workshop how to conduct Culture Audit interviews.
  2. **Event 2:** These auditors conduct focus group interviews as part of their training. When the interviews are completed, the data collected is forwarded to Banks International, who develops the survey to identify root causes of issues identified.
  3. **Event 3:** Your organization administers the written survey to selected employees and returns the completed answer sheets to Banks International for processing.
  4. **Event 4:** Once all data is received, Banks International processes and analyzes it, and develops conclusions and recommendations. Banks International then does an in-depth presentation of findings to the leadership of your organization or unit, and helps in the development of an action plan.