



CULTURE TIME

A PRACTICAL GUIDE TO A HIGH PERFORMING COMPANY
CULTURE & ENGAGED WORKFORCE

ABOUT

The Culture Time E-Book provides a brief history of why and how we developed the Culture Time Model.

The E-Book reviews the core models and methodologies we developed to quantify and measure Culture, Well-Being, and Anxiety in the workplace; and it illustrates how each model aligns to the Culture Time Model. This E-Book is intended as an overview and does not go into the analytics or calculations used to derive our core metrics or action plans.

If you are interested in learning more about the analytics and calculations that support our core metrics, we developed an E-Book for each that are listed at the conclusion of this E-Book and on our website.

**Culture &
Engagement
Made Simple**

Culture & Engagement Made Simple

PURPOSE

How do you create a high performing culture and engage your workforce quickly and easily?

That is the purpose of the E-Book.

As leaders, we know culture matters, we know culture drives performance, we know culture impacts employees' well-being, and we know a growing number of employees place culture above compensation.

And yet, many leaders and organizations continue to struggle to develop and sustain a high-performing culture.

Since 2015, our team has actively conducted research, analyzed metrics, and developed models to help leaders measure, monitor, and improve their organizations' culture. During our six-year journey, we came to discover a critical hurdle in developing and sustaining a high-performing culture isn't due to a lack of tools or framework, but rather *communicating understanding*.

During the course of this E-Book, we will delve into the meaning behind *communicating understanding* and share a simple and easy-to-follow methodology you can use to deliberately and quickly improve your organization's culture and engage your workforce.

THE BIG SECRET

“The Secret Ingredient of my secret ingredient soup is...NOTHING.” Mr. Ping – Kung Fu Panda

The funny thing about culture is it isn't complicated. There is no magical solution, black magic, or secret recipe needed to deliberately build and sustain a high-performing culture.

At its fundamental core, culture is nothing more than the collection of behaviors of the people within the workforce.

That's it. There is nothing more. Culture is about behaviors; and the strength and weakness of an organization's culture is determined by how the collection of behaviors supports an organization's objectives, impacts the well-being of its people, and drives performance.

And this is a good thing. If culture is defined by behaviors, then leaders have a means to directly impact their organization's culture by **focusing on the behaviors that strengthen their organization's culture and avoiding the behaviors that weaken it.**

Although simple, it isn't easy. Organizations continue to struggle with culture challenges.



THE COMPLICATION

So, what's the complication? Ironically, we struggled too and didn't know it.

Identifying the hurdle that is holding so many organizations back, was a challenge for us too. We were biased by our mission.

Our mission is to make the world a better place through Performance Analytics and research. We develop metrics solutions that take the question out of whether or not investing in culture drives return; and we thought we had it figured out.

We had identified the four Dimensions of Culture, determined their relationship to the Leadership Funnel, developed a metric to measure and track Culture and Well-Being within the workplace, and tied it all together through our eight step Culture Codex Model...**and It Worked.**

Organizations that use our solutions improved their Culture and Well-Being Scores by an average of 28.6% within 90 days.

Although our solutions helped organizations measure and track Return on Culture and Well-Being, leaders continued to struggle to maintain their performance because we missed the hurdle: our metrics and methodologies did not promote understanding. **We did not make the Why, How, What, and When easy to understand and communicate.**



THE MISSING LINK

We were not communicating the WIIFM: the What's In It For Me.

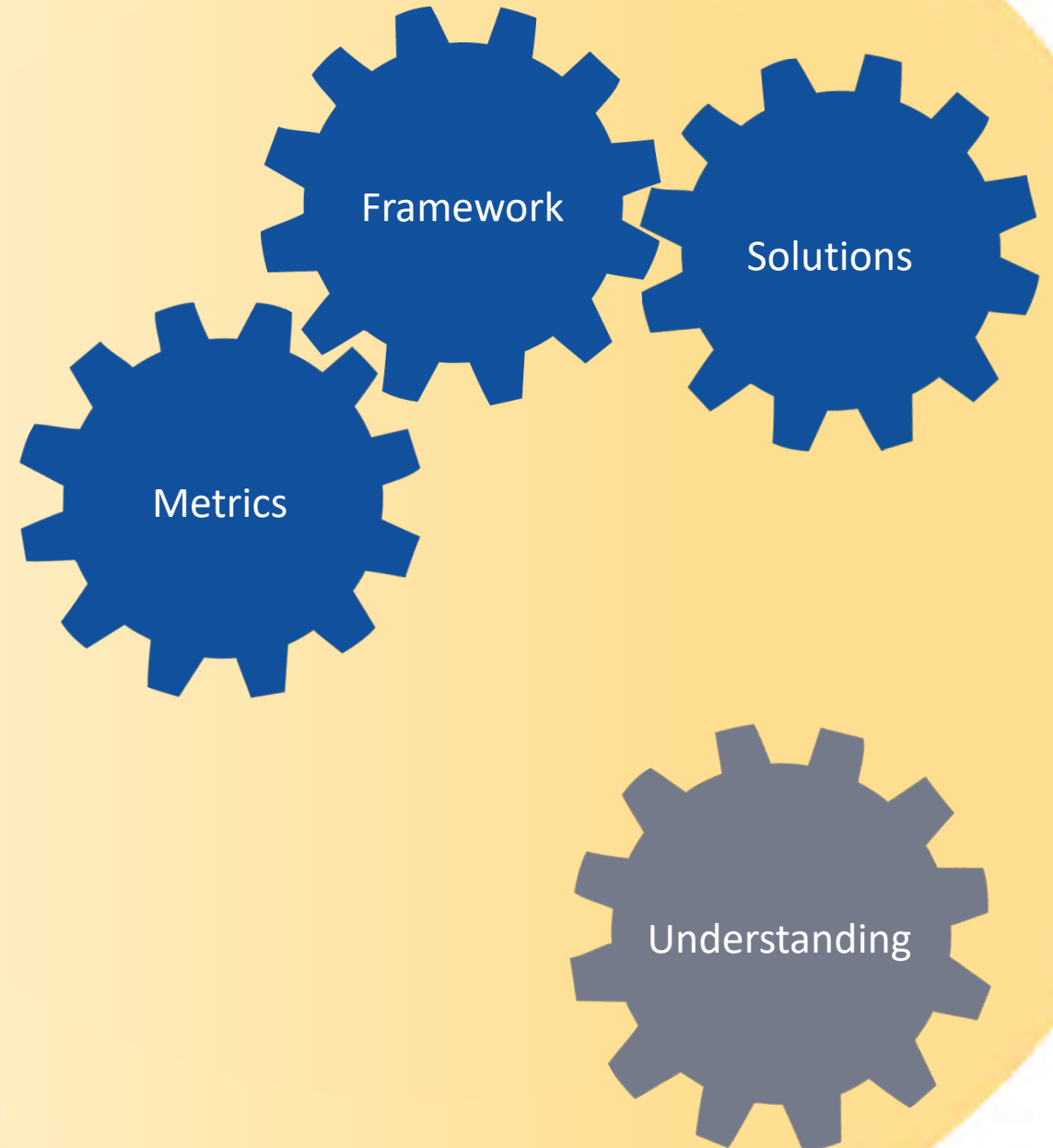
Our focus on the analytics of Culture and Well-Being and their relationship to return and performance blinded us to the need for *communicating understanding*. Although we developed a process that made it easy to implement our solutions and measure return, our approach did not make the benefits of our solutions obvious to the employees and their managers. We were not providing a sustainable reason to engage; we were not *communicating understanding*.

By *communicating understanding*, we mean our solutions need to:

1. Clearly articulate why our solutions are important
2. Demonstrate how our solutions benefit everyone within workforce
3. Help the employees and their managers FEEL the benefit

It's the third point that marks the difference between communicating and *communicating understanding*.

Communicating understanding occurs when your models enable people to personally experience the benefit. **Reporting results** is about printing numbers you read. **Realizing results** is about personally feeling how the numbers benefit you.



A PAGE FROM *Anxiety at Work*

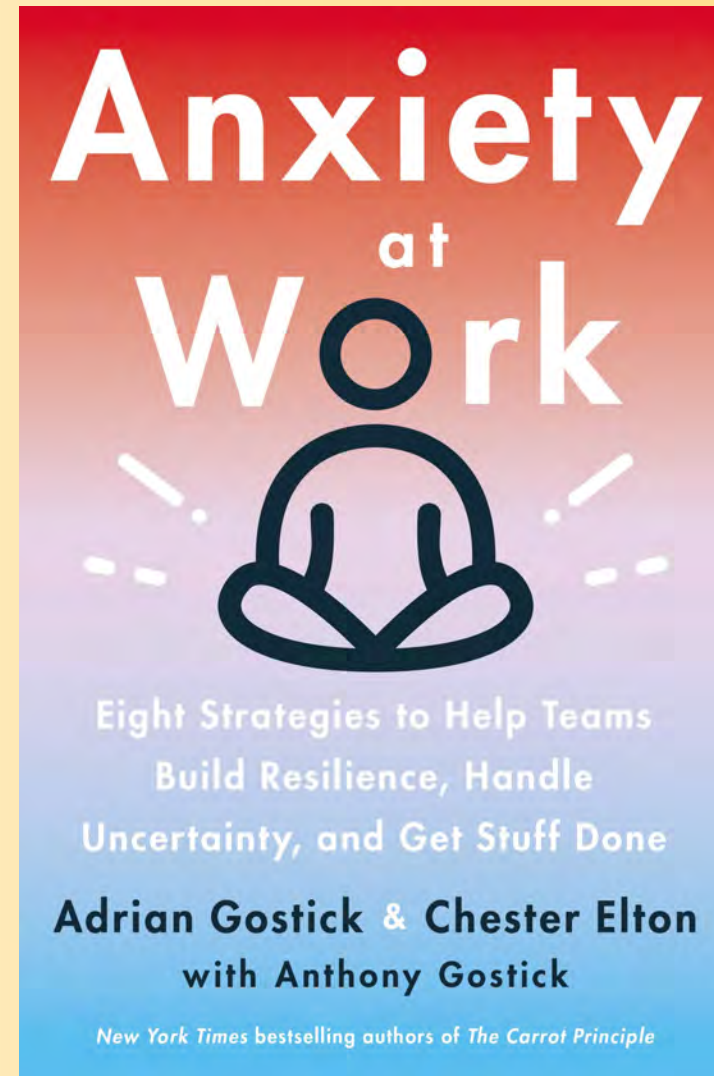
How do you develop a model to help communicate understanding? You start with people.

We eventually realized what we missed. We needed to help a workforce easily understand and experience the benefits our solutions provide. Fortunately, we found the answer in the book, *Anxiety at Work*, by Adrian Gostick and Chester Elton with Anthony Gostick.

We had the privilege of working with Adrian and Chester to develop a model to quantify and track anxiety in the workplace and, using the best practices found within *Anxiety at Work*, determine the specific actions an organization should take to transform anxiety into performance.*

What was unique for us, working with Adrian and Chester, was the orientation: *Anxiety at Work* was written from the perspective of the people and the human need. As a Performance Analytics company, our orientation is typically from the perspective of the metrics and return. Working with Adrian and Chester gave us the opportunity to refine our approach and address our hurdle: *communicating understanding*.

* The results of our collaboration, The Anxiety Rating, was introduced as a standard metric in June of 2021. **You can learn more about how we quantified anxiety within our E-Book, *Anxiety at Work: How to transform anxiety into performance through metrics*.**



A NEW ORIENTATION

We had to change our mindset and focus on simple and relatable terms. We had to start with Understanding.

Anxiety at Work helped us adjust our mindset to think from the point-of-view of employees and managers. *Anxiety at Work* synthesizes the concepts and factors that drive anxiety within the workplace down to basic terms relatable to everyone.

Adrian and Chester simplified the Dimensions of Anxiety down to a sense of Security, Understanding, and Acceptance. What we appreciate most about these dimensions is that each one can be expressed as an action and realized as a need.

Leader: Did our discussion help you feel more secure about your future within our organization?

Employee: Yes, our discussion about my performance helps me feel appreciated and feel like I have a future within our organization.

This example from the book illustrates the impact simple and relatable terms can have in *communicating understanding*.



Understanding

A NEW ORIENTATION CONT.

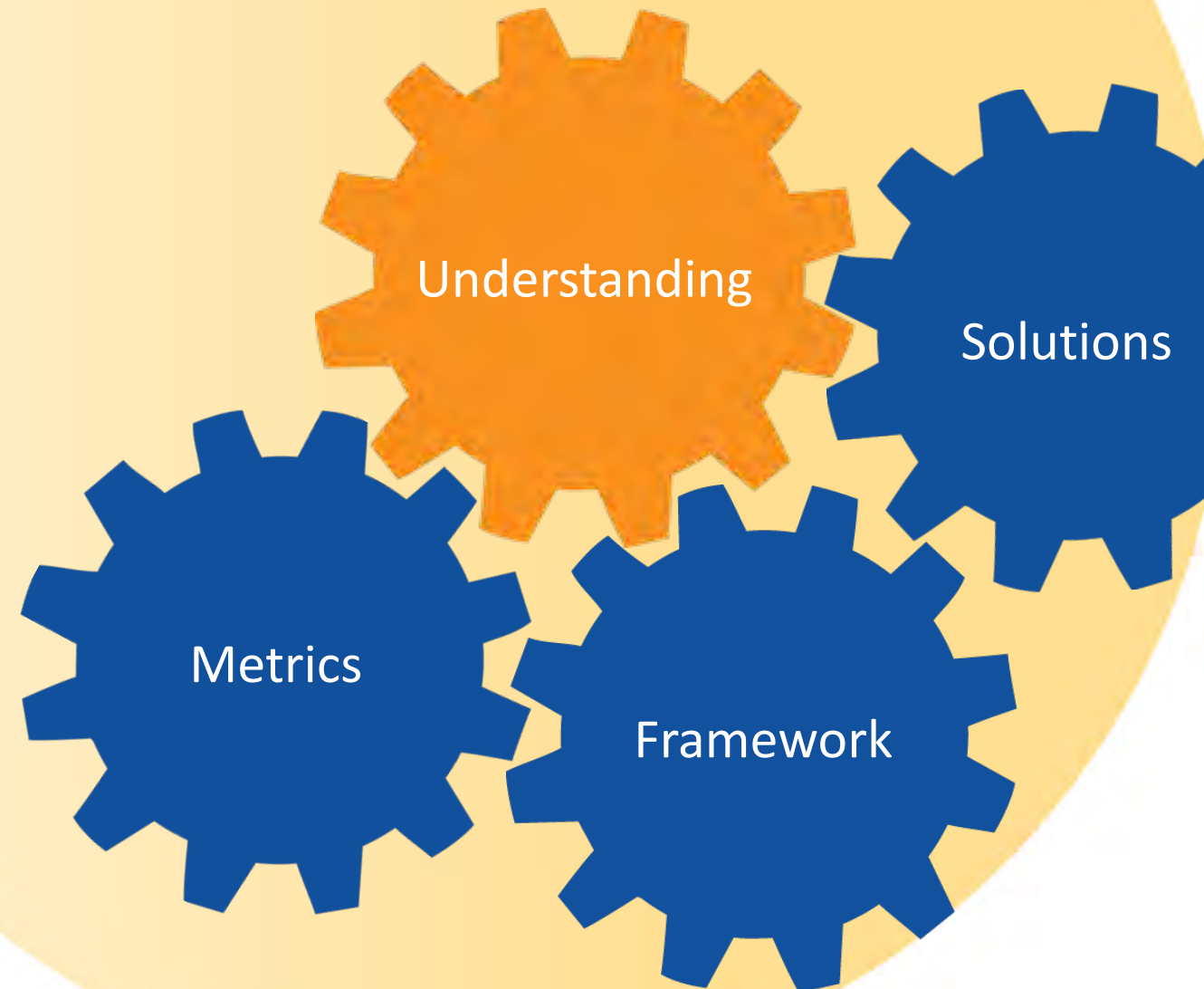
We had to change our mindset and focus on simple and relatable terms. We had to start with Understanding.

For us to help organizations sustain the growth they make in improving their cultures and workplace well-being, we had start with understanding and the WIIFM.

With what we learned from Adrian and Chester, we took a step back and asked, “How do we think about culture in a manner that makes understanding easy and promotes the benefits to everyone?”

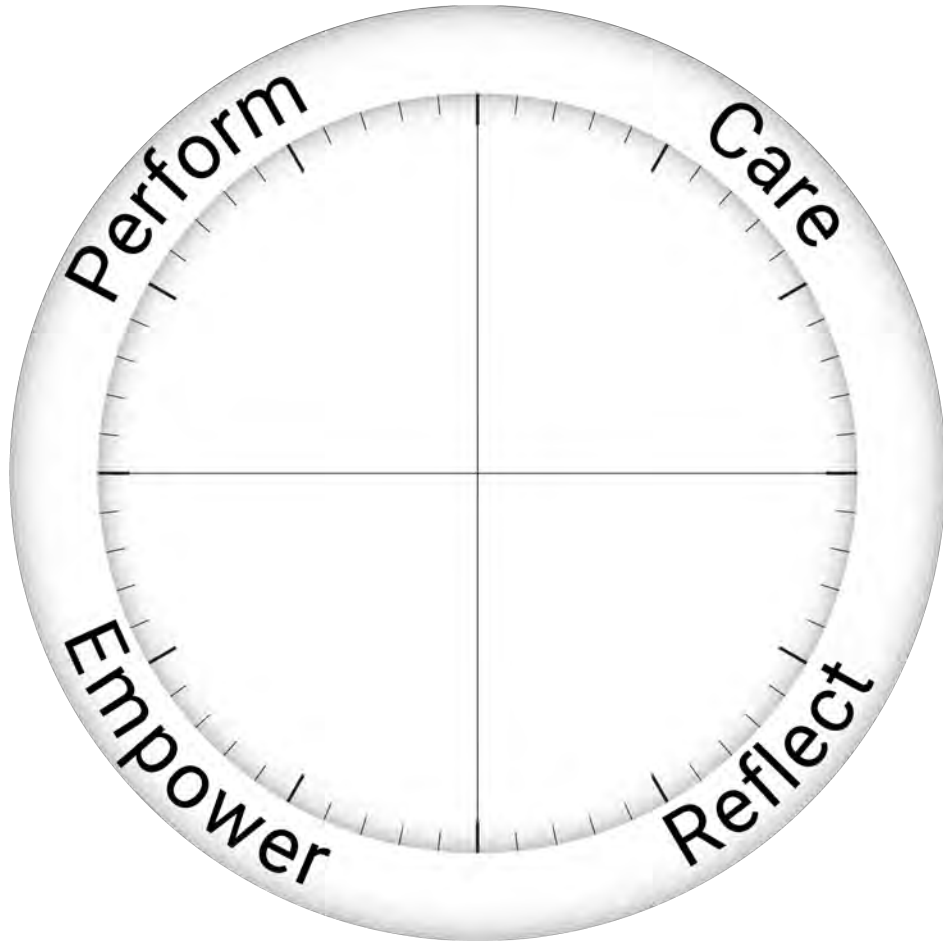
By addressing this question, we adjusted our orientation to create a simple model that makes *communicating understanding* core to our frameworks, metrics, and solutions.

We call our model **Culture Time**.



CULTURE TIME

A simple model to creating and sustaining a high performing culture and improving well-being.



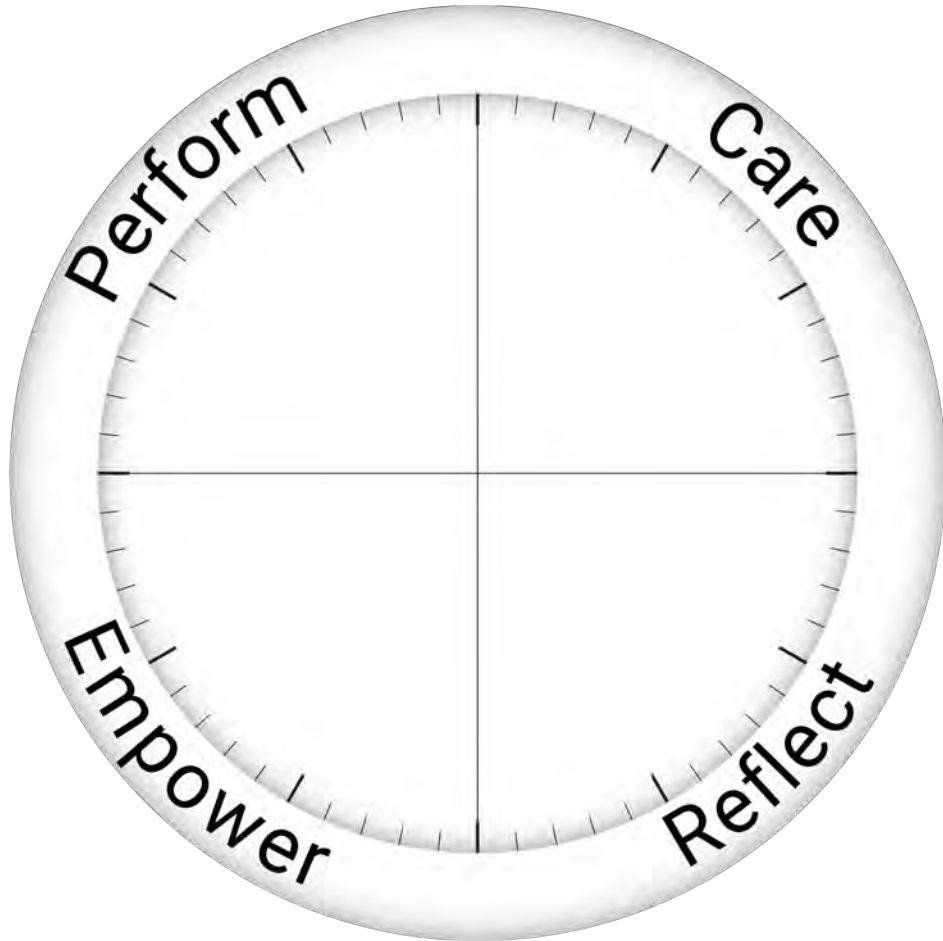
The Culture Time model was designed to simplify the steps of creating and sustaining a high performing culture while clearly communicating the required actions and benefits. Each step is easily understood because they are related to benefits:

1. **Time to Care:** Reflects the step in the model where leaders demonstrate their commitment to their workforce by asking them **how they are feeling** and **what they need**.
2. **Time to Reflect:** Is the step in which the leaders of the organization take the time to review the feedback from the workforce, identify the opportunities, and develop a plan to support their workforce that aligns to their objectives.
3. **Time to Empower:** Provides leaders the opportunity to communicate what they learned from their workforce to their workforce, communicate the priorities, assign and delegate duties, and help their workforce prepare.
4. **Time to Perform:** Is the step that drives performance and return. It is the step where what was learned and shared is transformed into action and growth for the organization and for the members of the workforce.

It is not a complicated model to understand, which was our goal.

CULTURE TIME

A simple model to creating and sustaining a high performing culture and improving well-being.



The visualization of the model as a time piece was purposefully done in order to clearly communicate the process of creating and sustaining a high performing culture. The process of creating and sustaining a high performing culture is not a one and done activity. It is always repeated and possesses the potential for significant return through performance.

Although a simple model, introducing a new model into existing solutions supported by years of research and data must be done carefully. It is important to ensure the new model does not conflict with existing models nor negatively impact the integrity of the baseline research and data.

Fortunately, **Culture Time** was designed to enhance our ability to *communicate understanding*. It was designed as a means to visualize the connection between our models and make it easy for all members of a workforce to understand what they need to do to support their culture and how their actions directly culture benefit them. Through the **Culture Time Model**, we were able to connect and visualize our four core models:

- Culture Codex
- Leadership Funnel
- Dimensions of Anxiety
- Dimensions of Culture

CULTURE CODEX

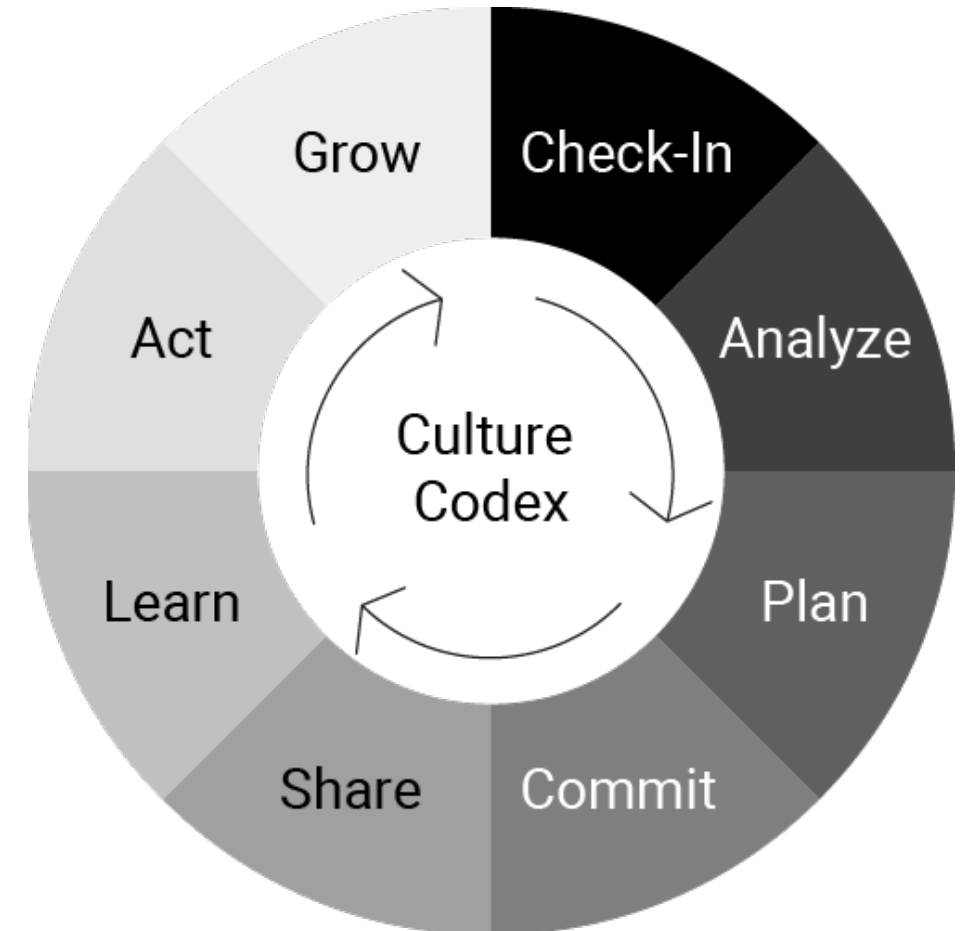
An eight-step methodology proven to improve an organization's Culture and Well-Being Scores by 28.6% within 90 Days.

The Culture Codex is the core methodology that drives an organization's ability to improve their Culture and Well-Being Scores and realize Return on Culture and Well-Being.

The Culture Codex is the step-by-step process that powers our analytics models and metrics. It is the heart of our solutions that drives return. We began working on the Culture Codex in 2015.

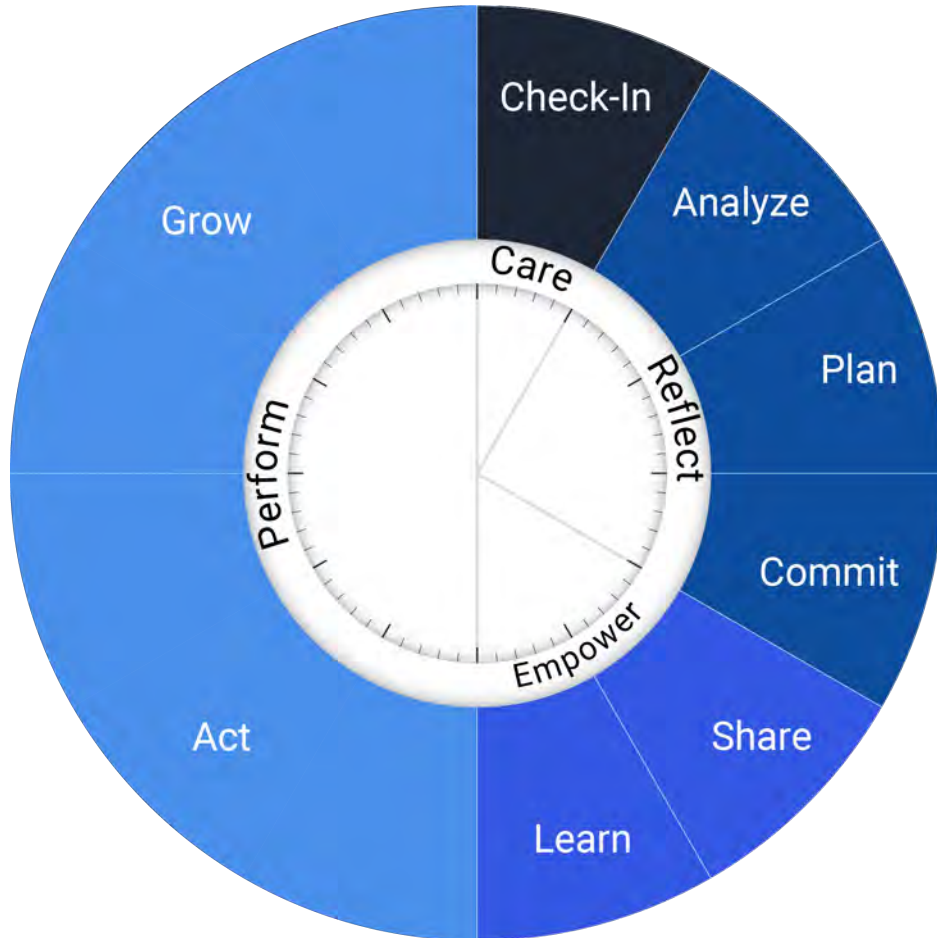
The Culture Codex works because it is a defined set of steps, when followed, generates a deterministic outcome. A deterministic outcome is simply a likely outcome. In our case, a 28.6% improvement within 90 days.

However, we found the Culture Codex is limited because it was designed to optimize the "what to do". Each step in the process is easy to understand; but there is nothing that engages the workforce and communicates a reason to follow the process. It does not *communicate understanding*.



CULTURE CODEX

An eight-step methodology proven to improve an organization's Culture and Well-Being Scores by 28.6% within 90 Days.



When combined with the **Culture Time Model**, the Culture Codex comes to life. The **Culture Time Model** provides context for the Culture Codex and makes it visually easy for people to understand which steps they need to do when and why.

When it is Time to Care, it is time to execute a check-in. When it is Time to Reflect, it is time to analyze the metrics, review your action plan, and commit to the top two or three behaviors you want to focus on with the greatest likelihood to improve performance. Culture Time provides the context the Culture Codex was missing.

In our opinion, the greatest value the combined models provide is the visualization of potential return. We know how long each step in the Culture Codex takes to complete on average. By aligning the time it takes to complete each step to a 60-minute clockface, one is able to visualize how impactful a periodic check-in is and show the relative return an organization receives.

For example, 5 minutes of caring each period yields 30 minutes of performance.

The **Culture Time Model** makes it easy to demonstrate why check-ins matter.

LEADERSHIP FUNNEL

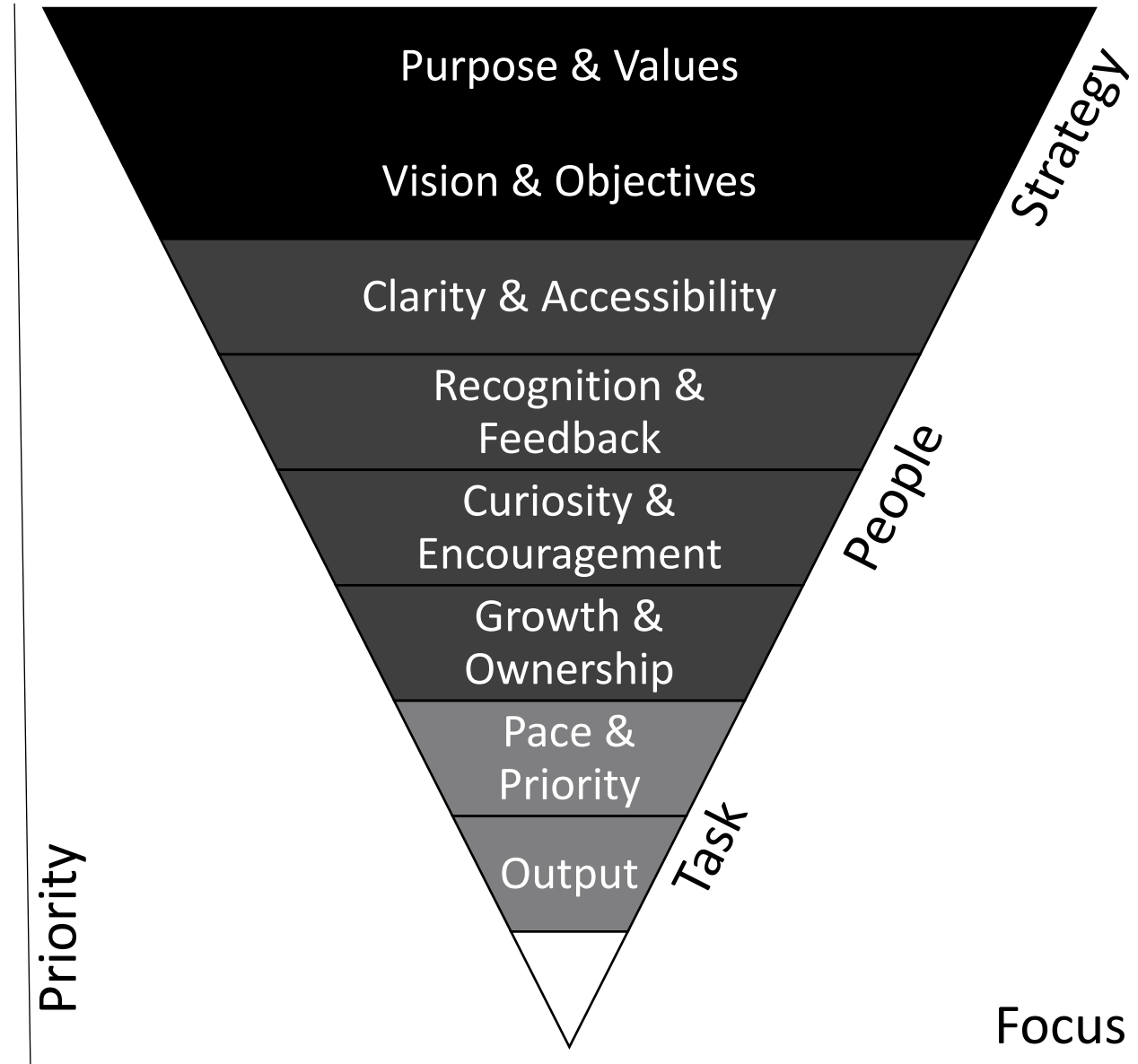
A model that depicts the priority of effort leaders should invest in specific tasks to optimize their performance.

The Leadership Funnel is a common model used in many leadership development training programs. The purpose of the Leadership Funnel is to create a visual representation of the priority and focus (or amount of time) a leader should ideally spend on the core duties the leader must fulfill.

During the course of our research, we developed our own version of the Leadership Funnel based upon the leadership behaviors we identified with the greatest impact on Culture and Well-Being in the workplace.

The Leadership Funnel provides a way to categorize leadership behaviors and quantify each behavior's significance. This model is used to derive the Culture Score and Action Plan for an organization.

When integrated with the **Culture Time Model**, we once again found the combined models simplified understanding.



LEADERSHIP FUNNEL

A model that depicts the priority of effort leaders should invest in specific tasks to optimize their performance.

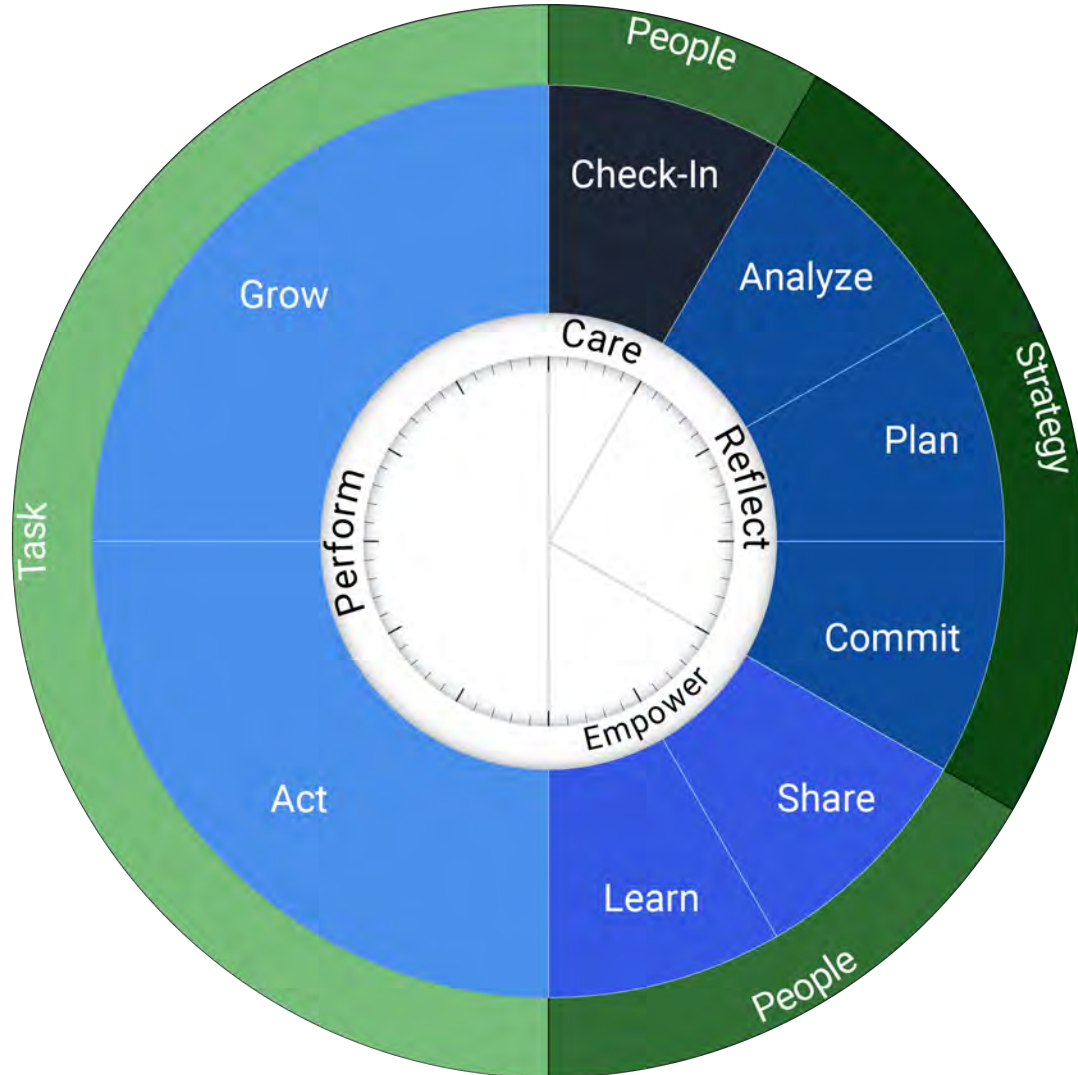
When added, the Leadership Priorities are clearly visible. The Times to Care and Empower are about People; The Time to Reflect is about Strategy; and The Time Perform is about Task.

What we like most about the combined models is how the alignment highlights the leadership importance of each steps in the Culture Codex.

Time to Empower is about the People within the organization, which a leader accomplishes by Sharing information and helping to prepare the workforce for their tasks ahead through learning.

Through the **Culture Time Model**, we are able to visually communicate the actions and benefits that are important to the workforce and the leaders.

The **Culture Time Model** helps *communicate understanding* for everyone within an organization.



DIMENSIONS OF ANXIETY

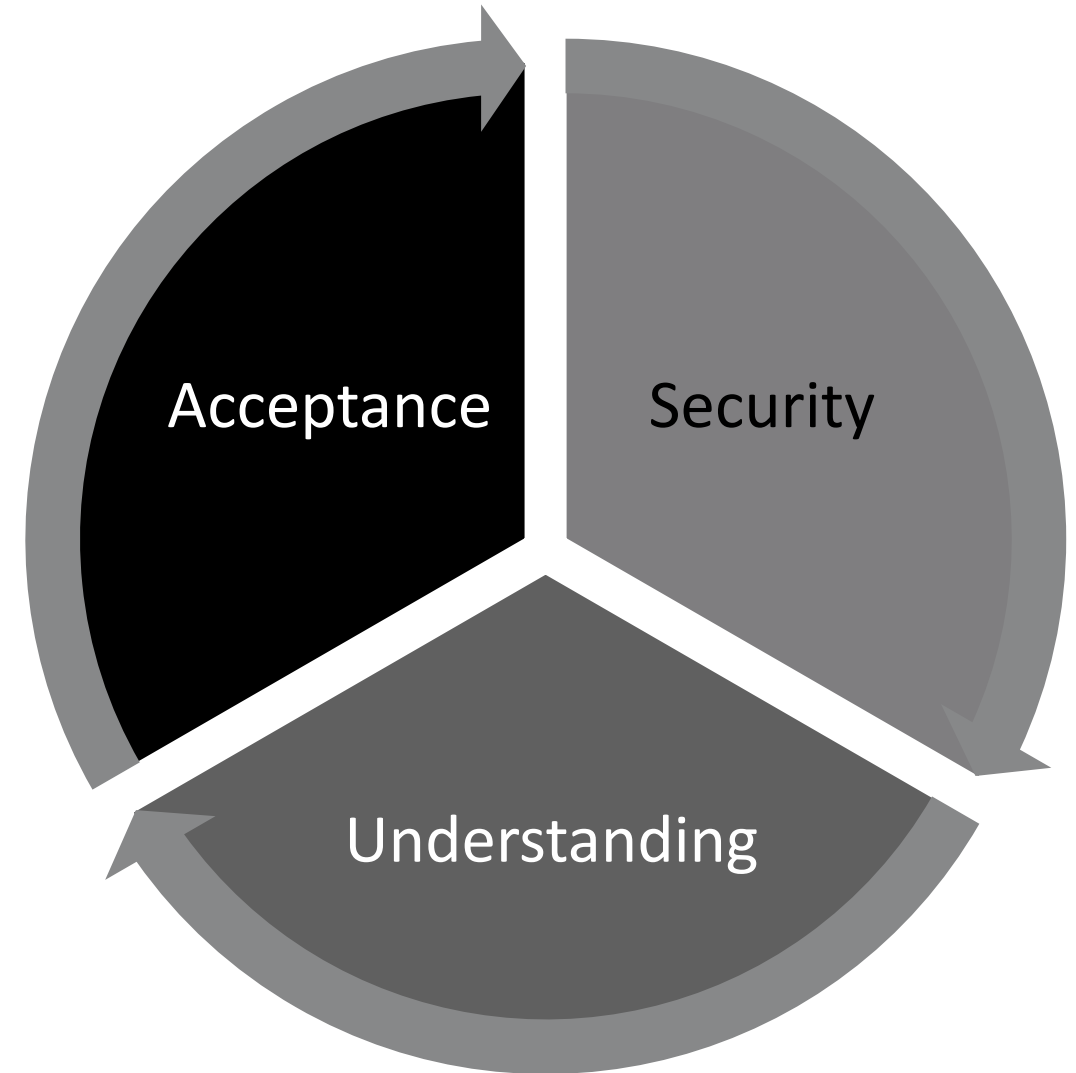
An elegant model, identified in “Anxiety at Work”, that simplifies the needs of a workforce to three dimensions that impact anxiety in the workplace.

The Dimensions of Anxiety are introduced in *Anxiety at Work* in Chapter 1, page 28. The construct of the model provides a framework for understanding how each strategy, method, and best practice defined within the book impact Anxiety and how they directly help employees manage their Anxiety.

Anxiety is not something that can be eliminated within the workplace. It is something that leaders need to manage. This is an essential point stressed within *Anxiety at Work*.

Introducing the Dimensions of Anxiety provides the context leaders need to better understand the actions and best practices they can leverage to manage the anxiety experienced by their workforce.

When integrated with the **Culture Time Model**, the Dimensions of Anxiety highlight how and why our core solutions impact Well-Being in the workplace.



DIMENSIONS OF ANXIETY

An elegant model, identified in “Anxiety at Work”, that simplifies the needs of a workforce to three dimensions that impact anxiety in the workplace.

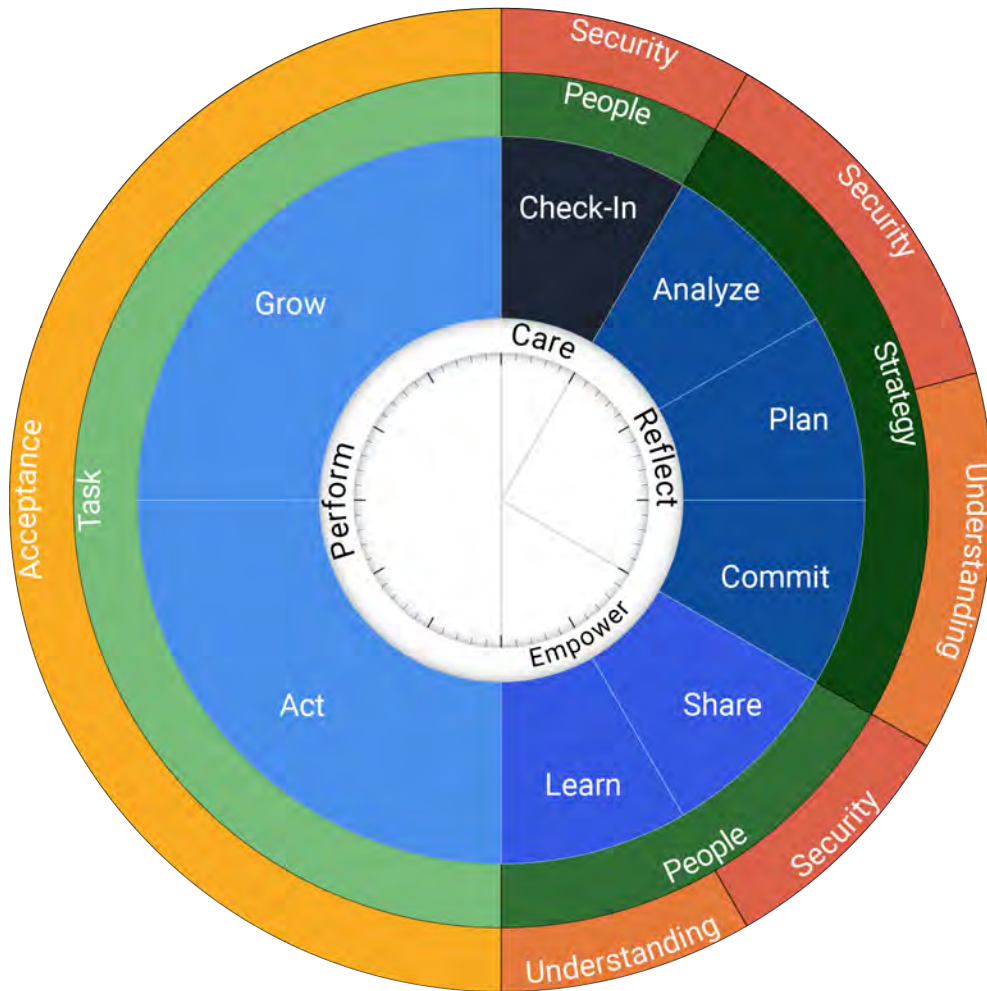
The alignment of the Dimensions of Anxiety to the **Culture Time Model** is a natural fit, which is expected. The Dimensions of Anxiety was the inspiration for developing the **Culture Time Model**.

When combined, the Dimensions of Anxiety highlight how and where the actions of leaders have a direct impact on the Well-Being of their workforce.

For example, the Time to Care and the step of checking in with employees creates a sense of security. The act of asking them how they feel and what they need makes them feel that leaders care.

Ironically, the Time to Reflect provides leaders a similar sense of security by providing them the insights they need to understand what is going on within their organization and the steps they can take to improve both Culture and Well-Being.

Without the **Culture Time Model** there is no easy way to visually reflect how the steps within the Culture Codex directly improve the well-being of both leaders and employees. Through the **Culture Time Model**, the value in following the Culture Codex steps becomes transparent.



DIMENSIONS OF CULTURE

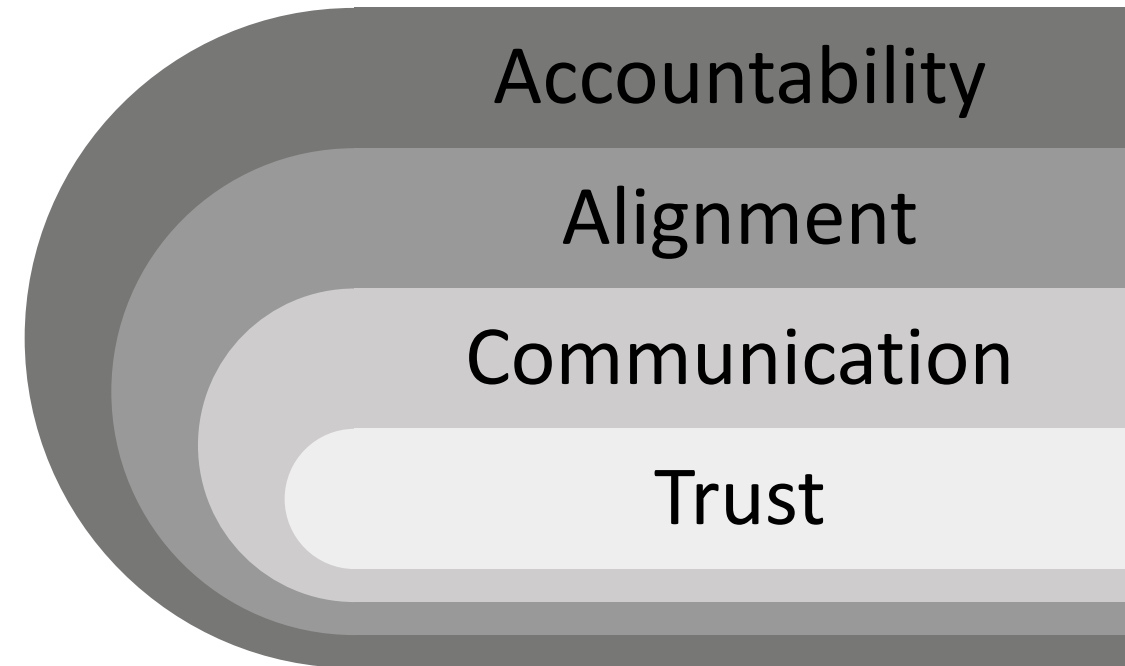
The foundation of our research and the building blocks of our models.

The Dimensions of Culture bring us back to where we began. Our first research survey conducted in 2015 was the beginning of our journey to identify the critical success factors of culture and to quantify the impact culture has on performance.

The Dimensions of Culture are the foundation blocks that support Culture. Every leadership behavior is correlated to a Dimension of Culture, which allows us to quantify the significance each behavior has on the culture of an organization.

The Dimensions of Culture are not equal. Trust and Communication have a greater impact than Alignment and Accountability, but a high performing culture can not be achieved without active efforts focused on each dimension.

When combined with the **Culture Time Model**, the direct impact leaders have on culture become clear.



DIMENSIONS OF CULTURE

The foundation of our research and the building blocks of our models.

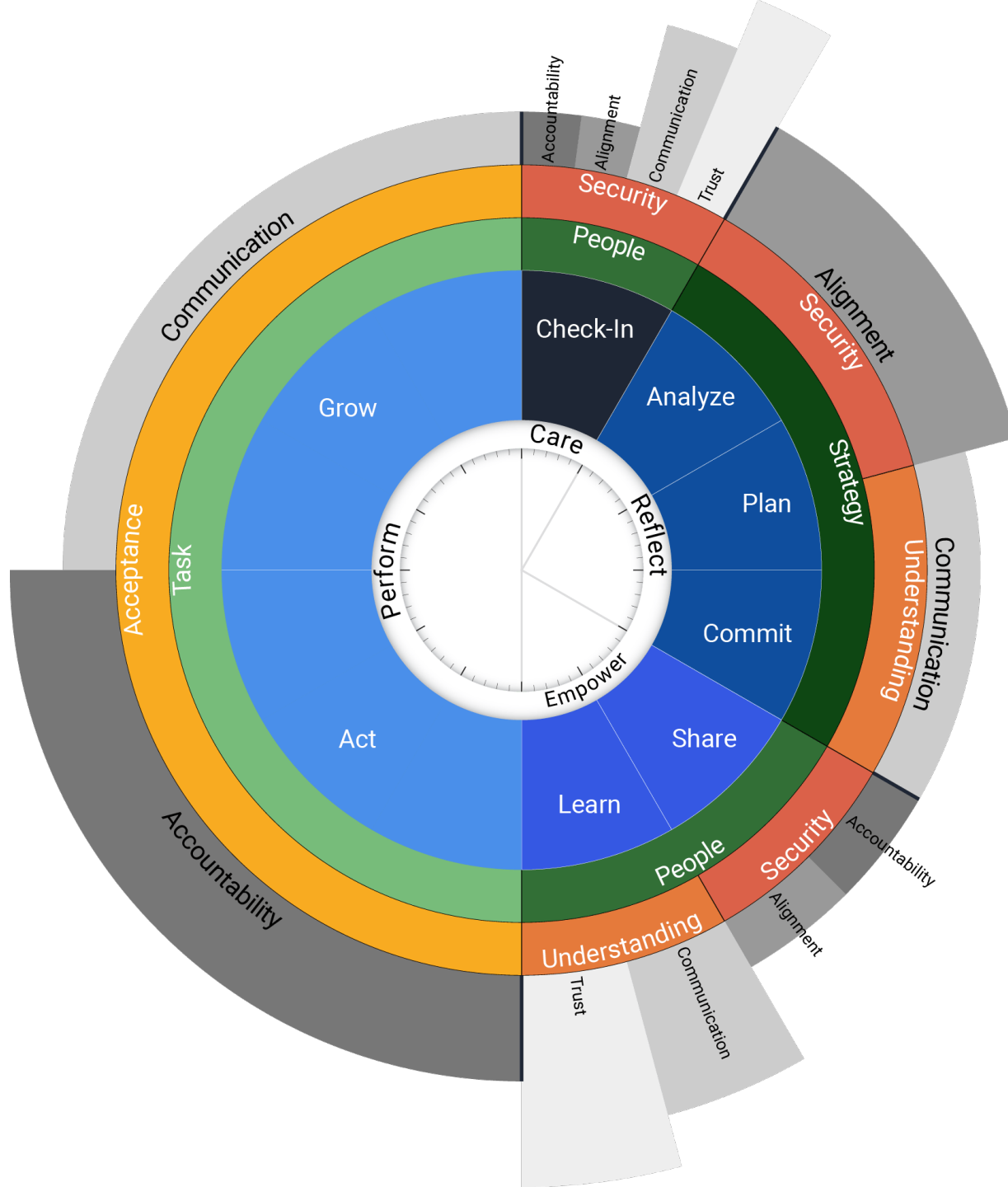
The **Culture Time Model** provides clarity on how, why, and where leaders and their behaviors impact culture. When aligned with the Culture Codex, Leadership Funnel, and Dimensions of Anxiety, the connection between action and benefit becomes easily visible.

When it is Time to Care, one can easily take the action needed to Check-In. By checking in, leaders are focusing on their people and creating a sense of security, which directly impacts culture by improving Trust, Communication, Alignment, and Accountability.

But as you can see, the impact on culture is not equal. In our example, Trust is impacted the greatest followed by communication and then alignment and accountability.

By introducing the **Culture Time Model**, we visually present how our models connect and demonstrate how the actions leaders take directly benefit their organization and why.

Through the **Culture Time Model**, we are finally able to *communicate understanding*.



WRAPPING IT UP

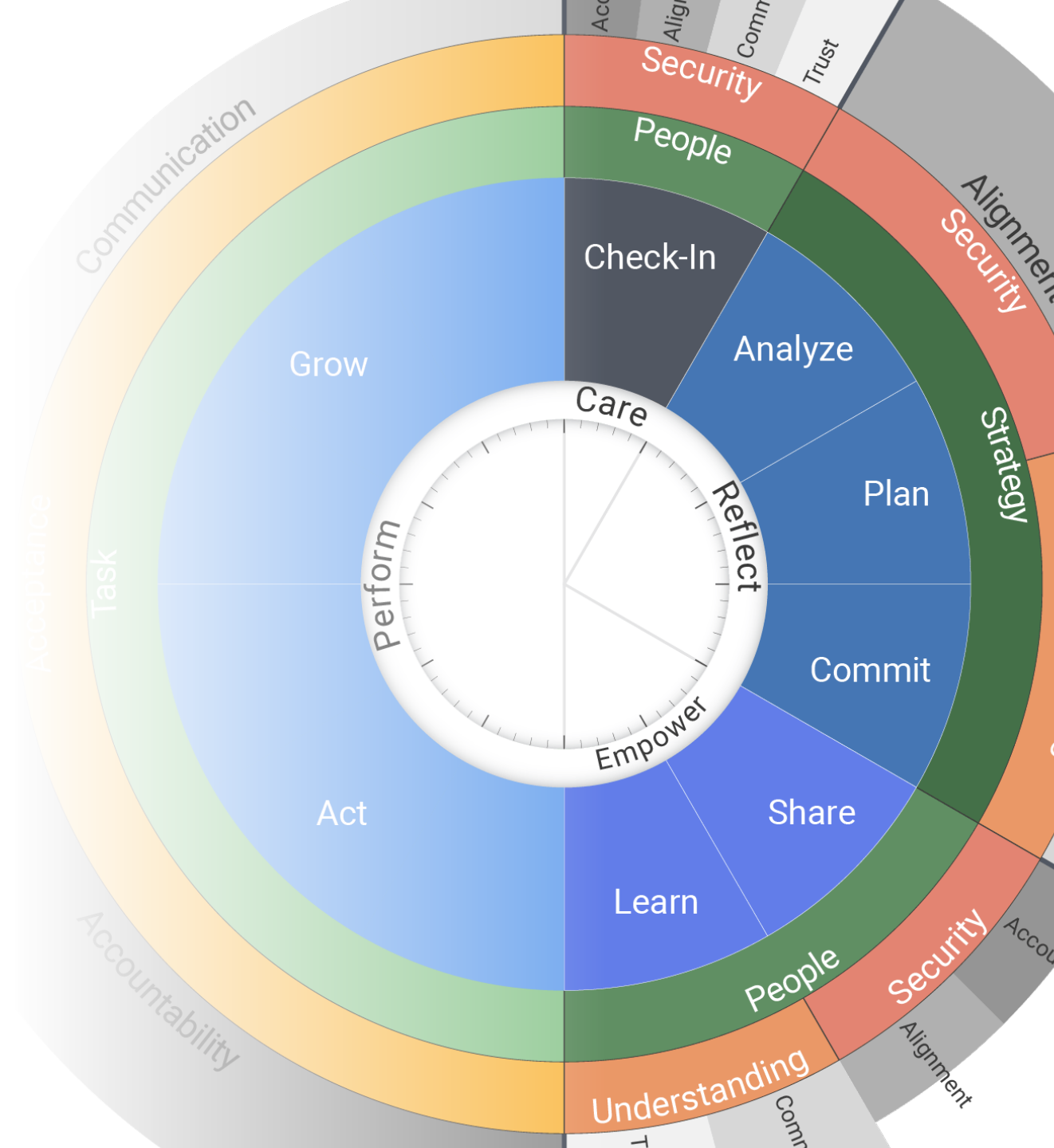
How do we use Culture Time within our solutions?

The introduction of the **Culture Time Model** creates the ability to visualize the importance, benefit, and impact each of the models that quantify Culture, Well-Being, and Anxiety have.

By visualizing their importance, the **Culture Time Model** becomes the means to *communicate understanding* and provides both leaders and their workforce the understanding of why Culture is important and the motivation to consistently complete the steps proven to improve Culture and Well-Being.

As the central means of *communicating understanding*, you will find references to **Culture Time** throughout each of our solutions. **Culture Time** is used to organize and present our:

- User Guides
- Certifications
- Digital Communications
- Portal Navigation
- Accomplishments
- Training Programs



CLOSING THOUGHTS

*As we mentioned at the beginning of the E-Book, the Culture Time E-Book provides a brief history of why and how we developed the **Culture Time Model**.*

If you are interested in learning more about each of the metrics we developed and are included in our solutions, please feel free to download any or all of our E-Books.

To learn more about The Culture Think Tank and our solutions for helping leaders and organizations improve their Culture and Well-Being, visit our website, <https://www.theculturethinktank.com/>.



CULTURE TIME: A PRACTICAL GUIDE TO A HIGH PERFORMING COMPANY CULTURE & ENGAGED WORKFORCE



RETURN ON COMPANY CULTURE: A PRACTICAL GUIDE TO STRENGTHENING YOUR COMPANY'S CULTURE IN 90 DAYS



ANALYTICS OF WELL-BEING: HOW WELL-BEING IMPACTS CULTURE & PERFORMANCE



ANXIETY AT WORK: HOW TO TRANSFORM ANXIETY INTO PERFORMANCE THROUGH METRICS



The Culture Think Tank designs programs and solutions executives and senior leaders need to move the needle and drive workplace performance.

The Culture Time E-Book was written by William Lindstrom, Co-Founder & CEO



To Learn More About The Culture Think Tank please visit us at:

<https://www.theculturethinktank.com/>



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