Improving Organizational Culture

Workshop Handouts

1. Organizational Culture Assessment Worksheet
2. Employee Feedback Survey
3. Employee Stay Interview Survey
The purpose of this worksheet is to help nonprofit leaders assess their organizational culture and improvement priorities, using the definition of organizational culture outlined in the infographic below.

Rating scale: 5= Outstanding; 4= Exceeds Expectations; 3=Meets Expectations; 2= Needs Improvement; 1= Unacceptable

What is organizational culture?

A unique, complex collection of an organization’s values, traits, expectations, and practices that guides and informs the actions of employees. Inclusive of individual identities and backgrounds. Org cultures are evolving (we must be careful of the pitfalls of “culture fit”).
## Organizational Culture Assessment Worksheet

<table>
<thead>
<tr>
<th>Organizational Culture Factor</th>
<th>Rating</th>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organizational culture is grounded in the commitment to our shared mission, values, and strategies.</td>
<td></td>
<td>☑️ Our values are clear, visible, and frequently referenced with both clients and employees.</td>
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<tr>
<td></td>
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<td>☑️ Our mission is well-defined, visible, and agreed upon by all employees.</td>
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<td></td>
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<td>☑️ All voices were heard and included in developing our mission and values.</td>
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<td></td>
<td></td>
<td>☑️ Employee well-being and retention are a part of our organizational strategy.</td>
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<td></td>
<td></td>
<td>☑️ We have a strong pay and benefits strategy.</td>
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<td>☑️ We have an effective succession planning strategy.</td>
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<td></td>
<td></td>
<td>☑️ We have a clear strategy for providing employee flexibility.</td>
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<tr>
<td><strong>What else (add or make changes here)?</strong></td>
<td></td>
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<tr>
<td>---------------------------------------------------------------------------------------------</td>
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<tr>
<td>Our organizational culture is well demonstrated in the words and actions of leaders (supervisors).</td>
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<tr>
<td>What this might look like...</td>
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<tr>
<td>✓ Board, executive leaders, and supervisors have a clear understanding of their roles/responsibilities.</td>
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<tr>
<td>✓ Board, executive leaders, and supervisors create and uphold equitable and inclusive employment practices</td>
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<tr>
<td>✓ Supervisors are skilled in leadership basics (i.e. leading meetings, employee scheduling, communication, etc.)</td>
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<tr>
<td>✓ Supervisors are skilled in advanced leadership (i.e. delegation, coaching, feedback, performance management, etc.)</td>
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<tr>
<td>✓ Supervisors have access to ongoing training and support for leadership development</td>
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<tr>
<td>✓ Supervisors consistently create and uphold systems for effective communication.</td>
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<tr>
<td>✓ Supervisors are effective in navigating and resolving conflict.</td>
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<tr>
<td>✓ Supervisors consistently create and uphold systems for setting expectations and holding each other accountable.</td>
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<tr>
<td>✓ Supervisors create opportunities and are skilled in having career advancement conversations.</td>
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<td>What else (add or make changes here)?</td>
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<tr>
<td>Our organizational culture is positively reflected in relationships with stakeholders and among employees.</td>
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</table>

**What this might look like...**

✔ Employees hold themselves and each other accountable to our values.
✔ Employees hold themselves and each other accountable to getting the work done.
✔ Employees feel comfortable giving and receiving feedback to/from their supervisor.
✔ Employees feel comfortable giving and receiving feedback to/from each other.
✔ Employees demonstrate inclusivity and respect in their work.
✔ Employees uphold strong systems of communication.
✔ Employees feel comfortable navigating and resolving conflict.
✔ Employees are skilled in having career advancement conversations.

**What else (add or make changes here)?**
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<td>Our organizational culture is effectively operationalized in an architecture of organizational policies, processes, and resources.</td>
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<tr>
<td><strong>What this might look like...</strong></td>
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<tr>
<td>✓ We have clear, compliant, and values-driven board bylaws.</td>
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<tr>
<td>✓ We have a clear, compliant, and values-driven employee handbook.</td>
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<td>✓ Our IT systems effectively support our work.</td>
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<tr>
<td>✓ Our Admin/HR programs effectively support our work.</td>
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<tr>
<td>✓ Job descriptions are clear, accurate, and inclusive.</td>
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<tr>
<td>✓ Our recruitment, hiring, and onboarding practices are equitable, inclusive, and effective.</td>
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<tr>
<td>✓ We have resources and tools available for employee career advancement.</td>
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<tr>
<td>✓ We have resources and tools available for succession planning.</td>
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</table>

**What else (add or make changes here)?**
Dear Employee,

Thank you for taking the time to complete the employee feedback survey. Please complete the following survey by end of day XDATE.

In our organization’s effort to continuously improve as an employer, your feedback is critical to leadership understanding the strengths, opportunities, and potential changes that need to be made to enhance our workplace.

Your voluntary feedback is needed because....

.....you all know firsthand what it's like to work at the organization, what's working well, and what might need to be improved.

.....employees have good ideas that HR/Leadership often don't know.

.....the feedback will help with shaping leadership decisions with the overall goal of evolving and enhancing our workplace practices.

In the interest of transparency, not all feedback will result in specific changes, however, your feedback WILL be considered thoughtfully, and will be shared with XNAMES/ JOB TITLES. If you would like your feedback to be anonymous, please indicate that below (Question #1 below).

Employee Name: _______________________________      Job Title: _______________________________

Your Supervisor’s Name: _________________________

1. Would you like your feedback to remain anonymous?
   ____Yes   ____No   ____Don’t Care Either Way

2. What do you look forward to each day you come to work at XORGANIZATION?

3. What do you not look forward to when you come to work at XORGANIZATION?

On a Scale of 1 to 5, please rate the following:
1=Strongly Disagree          2=Disagree             3=Neither Agree or Disagree    4= Agree    5=Strongly Agree

1. I am paid fairly for the work I do _____

2. XORGANIZATION provides a comprehensive insurance package (medical, dental, paid time off, etc.)
   _____

3. I am satisfied with my work schedule _____
4. I am satisfied with the time-off allotted to me _____

5. Employees are treated with respect and appreciation and inclusive of our differences, including but not limited to race, gender, position, age, disability, etc. _____

6. I have the information I need to do my job well _____

7. The information I receive from my supervisor is straightforward and honest _____

8. My supervisor listens and responds to my concerns _____

9. I trust my supervisor ______

10. I trust executive leadership ______

11. I trust my co-workers ______

12. I am treated fairly by my supervisor ______

13. I feel valued by my supervisor ______

14. I feel valued by executive leadership ______

15. I feel valued by my co-workers ______

16. My feedback is welcomed and encouraged by my supervisor ______

17. My feedback is welcomed and encouraged by executive leadership ______

18. My feedback is welcomed and encouraged by my co-workers ______

19. I understand how to advance my career at XORGANIZATION ______

20. There are adequate training opportunities made available to me ______

**Please comment below**

21. What can XORGANIZATION do to make your job better for you?

22. When is the last time you thought about leaving XORGANIZATION and what prompted you to want to leave?

23. Why do you stay at XORGANIZATION? (Check all that apply)

  - [ ] Pay
  - [ ] Benefits
  - [ ] Supervisor
  - [ ] Co-Workers
  - [ ] Clients
  - [ ] Mission
  - [ ] Training/development opportunities
  - [ ] Scheduling flexibility
  - [ ] Other: ___________________________
**Employee Stay Interview Survey - Example**

**Purpose:** Stay interviews are conducted to help supervisors understand why employees stay and what might cause them to leave. In an effective stay interview, supervisors ask standard, structured questions in a casual and conversational manner. Most stay interviews take less than half an hour.

**Best Practices:**

- Listen 80 percent of the time. Enter the meeting with a commitment to ask, listen and only ask again once you’ve digested all you’ve heard. Listening without the distraction of thinking about your next question requires a high level of discipline, but you should strive for it.
- Probe to learn more. Probing not only develops more information but also shows you care (examples below).
- Take notes. Notes must capture key points, emotional words, and important quotes, especially if you eventually take all you’ve learned to your supervisor to gain the OK for a new solution.
- Be sure to “pre-frame” in written communication to employees as well as verbally prior to starting the interview, why you are interviewing them, who will be privy to their feedback, and how/if/what feedback will be used.
- Always, always follow-up.

**Opening the Interview:**

To open the stay interview, a supervisor may use the following (or similar) statements:

- I would like to talk with you about the reasons you stay with XORGANIZATION so I understand what I might be able to do to make this a great place to work for you.
- I’d like to have an informal talk with you to find out how the job is going so I can do my best to support you as your supervisor, particularly with issues within my control.

**Questions:**

The following are questions you may ask during a stay interview. You should have several open-ended questions on hand. It’s important to listen and gather ideas from the employee about how you and your organization can retain them.

- What do you look forward to when you come to work each day?
- What do you like most or least about working here?
- What keeps you working here?
- If you could change something about your job, what would that be?
- What would make your job more satisfying?
- How do you like to be recognized?
- What talents are not being used in your current role?
- What would you like to learn here?
- What motivates (or demotivates) you?
- What can I do to best support you?
• What can I do more of or less of as your supervisor?
• What might tempt you to leave?
• What else do you feel is important for me to know?

Closing the Interview

To close the stay interview, summarize the key reasons the employee gave for staying or potentially leaving the organization, and work with the employee to develop a stay plan. Be sure to end on a positive note and always follow up.

Examples of closing statements include:
• Let me summarize what I heard you say about the reasons you stay at XORGANIZATION as well as reasons you might leave. Did I capture this accurately? Anything you’d like for me to add or change? Then, let’s develop a plan to make this a great place for you to work.
• I appreciate you sharing your thoughts with me today. I am committed to doing what I can to make this a great place for you to work.
• Here are next steps for how this information will be used/implemented.
• I’d like to circle back with you on a couple of these items. Can we schedule a follow-up meeting?

Source: Adapted from shrm.org