

***The Chatel Consulting Group***  
***Advancing High Performance Leadership & Culture***

## **Culture Assessment**

**This Culture Assessment includes seven different areas:**

- 1. Values**
- 2. Vision & Mission**
- 3. Training & Development**
- 4. Measurement & Metrics**
- 5. Continuous Improvement & Decision Making**
- 6. Accountability, Rewards & Recognition**
- 7. Creativity & Innovation**

**Respond to each of the statements by choosing a number:**

- 1 -- our organization rarely or never conforms**
- 2 -- our organization occasionally conforms**
- 3 -- our organization conforms or doesn't conform about equally**
- 4 -- our organization usually conforms**
- 5 -- our organization consistently conforms to the statement**

**This assessment is for your benefit. If you are not brutally honest with yourself, your score will be meaningless and failed to indicate opportunities for improvement. Respond to each statement as things are now, rather than as you wish they were.**

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<b>Section 1 – Values</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Our Quality values are clearly defined and consistently communicated.					
Our Quality values are easy to understand and simple to remember.					
Our values reflect our distinctive personality (e.g., You won't find our values on other organizations walls).					
We live our Quality values every day (e.g., we regularly refer to them and they serve as guidelines for our behavior).					
We do what's right for our customers, employees, suppliers, and owners, even when it hurts.					
We are accountable for our performance and accept responsibility for our mistakes.					
We trust each other to make good choices and do our best.					
We seek first to understand others point of view before seeking to persuade them to ours.					

**Subtotal \_\_\_ of 40**

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<b>Section 2 – Vision &amp; Mission</b>	1	2	3	4	5
Our organization's Quality vision and mission are clearly defined and articulated.					
Our organization's Quality direction generates excitement and enthusiasm among everyone.					
Everyone knows the organization's top Quality objectives.					
Everyone knows what's expected of them regarding Quality.					
Every Quality role in our organization is clearly defined and communicated.					
Accountability isn't just top down everyone knows they are accountable to each other.					
Rewards and penalties related to Quality performance are clearly defined and communicated.					
Our leaders agree with where we are and where were going before we implement any Quality initiative.					
Our top leaders communicate at least once a month with their teams regarding Quality.					
We use multiple vehicles (e.g., Social media, email, One-to-ones, all–employee meetings, small team meetings, newsletters, etc.) to communicate Quality news with our colleagues.					
We put our Quality plans, procedures, and policies in writing and make them accessible.					
It's the leader's job to forge relationships with employees that reinforce Quality.					

**Subtotal \_\_\_ of 60**

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<b>Section 3 – Training &amp; Development</b>	1	2	3	4	5
We view ongoing Quality training and development as an investment, not an expense.					
We are committed to providing Quality training in good times and bad times.					
We conduct face-to-face food safety training to get to know our employees better.					
We provide Quality training for all employees, including all employees who work outside the headquarters.					
We follow-up to ensure employees “get it”, and we review our Quality regularly.					
Our organization develops our employees’ technical Quality skills.					
Our Quality organization develops leadership skills (e.g., strategic thinking, problem-solving, interpersonal communication, executive presence, etc.).					
We have a formalized program or approach for Quality mentoring.					
We communicate that employees must “own” their career.					
We learn from our successes so that we can replicate what works best and improve our Quality performance.					

**Subtotal \_\_\_ of 50**

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<b>Section 4 – Measurement &amp; Metrics</b>	1	2	3	4	5
We have systems to measure the Quality things that are important to us.					
We monitor and address soft indicators (e.g., morale, opportunity for advancement, speed of decision-making, etc.).					
We measure everything that matters by relevant categories (e.g., overall company, location, functional area, individual, industry, etc.).					
We have a system in place for gathering employee feedback.					
We have a system in place for gathering customer feedback.					
We share progress against Quality key performance indicators (KPIs) with all employees at least quarterly.					
We review individual performance with every employee in writing at least two times per year and people know where they stand when they are underperforming.					
We align individual Quality objectives with company Quality objectives.					
We base decisions on logical, factual information, and not on emotions.					
We differentiate between occasional mistakes and long-term underperformance.					

**Subtotal \_\_\_ of 50**

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<b>Section 5 – Continuous Improvement &amp; Decision Making</b>	1	2	3	4	5
We drive to the highest levels of excellence in all that we undertake.					
We use a laser-like focus on improving our Quality performance against our key performance indicators (KPIs).					
We are willing to make decisions with less than 100% of the data.					
Our organization moves forward with sound ideas, even if those ideas are unpopular.					
We encourage, empower, and rewards decision-making at every level of our organization.					
When we make a decision, we move forward to implement it in a timely manner.					
We take action to solve problems immediately.					
We recognize our mistakes and move quickly to address problems.					
We minimize red tape to speed decision-making.					
Our processes drive efficiency and productivity without encumbering our people.					

**Subtotal \_\_\_ of 50**

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<b>Section 6 – Accountability, Rewards &amp; Recognition</b>	1	2	3	4	5
We know that a favorable reputation is dependent on our behavior matching our values.					
We will terminate a high-performing employee who does not share our values.					
We reward results and behaviors, not activities.					
We recognize that failure to address underperformance causes personal and institutional credibility the damages our reputation.					
Our employees know that we are consistent in addressing underperformance.					
We know that people are motivated by different things, so our recognition programs and actions are tailored accordingly.					
Our employees will tell us the news and information we need to hear.					
Employees who are underperforming are not surprised when we penalize or terminate them.					
We are not afraid of respectful conflict so we will initiate tough conversations.					
We view accountability as personal ownership for results.					

**Subtotal \_\_\_ of 50**

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<b>Section 7 – Creativity &amp; Innovation</b>	1	2	3	4	5
We change things that are delivering the results we expect.					
We look regularly at changing what we are doing even if in areas where we are to have been successful consistently.					
In the past 24 months, we have developed and introduced a new product or service based on customer feedback.					
When planning, we think big, view all problems in new ways encourage radical ideas.					
New approaches and initiatives are received enthusiastically versus being resisted.					
We regularly ask, "is there a better way?"					
We regularly exercise applied in practical creativity enterprise-wide (e.g., problem-solving is not limited to a few people).					
We won't compromise our values, but we appreciate that mistakes can lead to breakthroughs.					
We look outside our industry for practices we can adapt to our business.					
We Value the benefits of planning so we take the time to plan.					

**Subtotal \_\_\_ of 50**

**Total \_\_\_ of 350**



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**What the Scores Mean**

- 70-244** Systemic issues across all areas of your organization are hindering performance. You are succeeding in spite of yourself.
- 245-279** You are in a category with organizations where accountability – and, therefore, performance – is an uphill battle for you and your team. This battle negatively affect your performance as well as your organization’s performance.
- 280-314** This floor shows solid performance, and you are well above average. This assessment will help your organization to improve in the areas with the greatest gaps.
- 315-350** Congratulations. You and your organization are exceptional. Even so, you can find ways to use the results of this assessment to make further enhancements.

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We use real-world experiences to help leaders, teams and organizations advance a **high performance culture** -- a culture that truly represents a competitive advantage and is characterized by the following attributes:

- Full strategic alignment with individuals and teams; and the organization continually optimizing and innovating.
- Financial drivers fully understood and clearly supported by relevant measures and goals at all levels.
- Efficient, innovative and market-leading core processes are continuously improved.
- Advanced application of lean or other progressive improvement tools.
- Deep trust and open communication exists at all levels.
- Motivation and enthusiasm evident at all levels.
- Employees know they make an impact.
- Effective collaboration and teams at all levels.
- New hire fit assessed through teams and other approaches.
- Fully aligned talent management systems with progressive development for competencies, leadership and succession.

Our work involves advancing practices that foster the pursuit of mastery in three critical disciplines for high performance.

1. Defining Excellence
2. Developing Capabilities
3. Driving Accountability

If you're looking to find the path to high performance and take the exciting journey to bring it about, send me an email - [peter@chatelconsultinggroup.com](mailto:peter@chatelconsultinggroup.com). I am a member of the John Maxwell Team, a certified coach, speaker and trainer. Check out my website at: <http://www.johncmxwellgroup.com/peterchatel>.