



## Defining and Measuring Work Culture

### How do you define and measure *Work Culture*?



Grey Fox Associates Inc. has developed a set of tangible, objective measures for clearly defining *work culture*. Typically leaders talk about the importance of having a unique and effective *work culture*, but when asked to define what exactly they mean, they give a very vague, general definition. If organizations cannot clearly define what they mean by *work culture*, it is difficult to develop, measure and enhance that *work culture*.

### A unique functional understanding of *Work Culture*

At Grey Fox, we have developed a functional, specific definition that allows organizations to clearly understand, measure and enhance their *work culture*. This functional definition is based on agreement that the function of *work culture* is to create a work environment that enables employees to be fully engaged, energized and highly productive. A highly productive and high quality *work culture* is based on eight core functional components. Grey Fox has developed an objective, reliable measure of these eight core components.

### Accurate, time effective *Work Culture* measurement

Grey Fox will provide your organization with a clear assessment of work culture issues in a short period of time using measurement tools provided on the Grey Fox **workplaceSNAPSHOT** Leadership and Work Culture Assessment website. Surveys are conducted online. Detailed reports are presented within days. These reports identify strengths, document shortcomings and map out opportunities for change and improvement.

### What are the eight core *Work Culture* components?

In a **high performance** workplace, employees experience the following:

- **Clear Vision and Objectives:** Employees have a clear sense of purpose and vision, providing a guide for everything that goes on in the workplace.
- **Accountability and Measurement:** Performance data is collected and communicated in a timely, regular manner. There are established performance standards and accountability is concrete, measurable and time based.
- **Support and Guidance:** Leadership provides continuous support and guidance for the work group and the employees. Employees are continually improving work processes and effectively handling challenges.
- **Appropriate Leadership Power:** Use of power is appropriate. A lead and coach relationship with employees is in place, and is used to broaden and deepen the leader's influence on employee behaviour.

In a **high quality** workplace, employees experience the following:

- **Being Respected and Valued:** Employees feel valued and appreciated, and know their presence and opinions are recognized as important to the organization.
- **A Sense of Belonging and Connection:** Employees have a sense of interpersonal connection and belonging in their work group. They know their leaders and colleagues are concerned about them.
- **Job Meaning and Purpose:** Employees have opportunities to engage in work that is personally meaningful, have a sense of purpose and achievement, and are provided opportunities to strengthen their job competence.
- **Empowerment:** Employees have a sense of personal power in their work group, and experience a sense of security and fairness in the workplace.