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Building a Culture of Success
How to Build EXACTLY the Culture you Need for Success

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Your guide to building EXACTLY the culture you need

At Ten Space, as employee survey and engagement experts, we often get asked for benchmarking information to compare employee engagement scores against external organisations.

Whilst we're happy to provide this, it always comes with the caveat that every organisation is unique and the best benchmarking is against your own goals and success measures. The real task is to make sure that you have the culture and engagement in place to ensure your success.

That was the inspiration for this guide, sharing our knowledge and insight into how you can create the exact culture that you need for success, then build engagement around it.

The reality is, that the culture in a sales-led organisation, is very different to that in a service-led business, or an innovation-led business, or a creative business.

The culture needed to send a shuttle into space, isn't the same as the culture needed for a care home. Culture can even vary within teams in an organisation - so the key is to understand what is needed and ensure you are creating the right environments for success.

So let's get into it! This guide will give you an idea of the different types of cultures you might find in an organisation and how you can go about building the exact culture you need for success.

Victoria

Follow Victoria:

You can often understand the culture needed within an organisation or a team, by understanding the key goals and the way success is measured.

Consider these types of culture below; try to map them to your own organisation, or maybe the teams within it. Maybe one feels more familiar than another?

Sales Culture

Likely to be measured on KPIs surrounding new business and revenue

Example businesses: Recruitment industry, large established tech businesses, automotive, recently invested or acquired.

(Customer) Service Culture

Likely to be measured on KPIs surrounding customer satisfaction

Example businesses: Health and social care, retail, professional services, manufacturing, transport.

Creative Culture

Likely to be measured on KPIs surrounding brand awareness & quality

Example businesses: Arts and entertainment, marketing / copywriting / graphic design agencies, social media experts.

Innovative Culture

Likely to be measured on KPIs surrounding new product development and reputation

Example businesses: Tech start-ups, tech product-led businesses, aerospace, e-commerce and apps.

Compliance Culture

Likely to be measured on KPIs surrounding compliance, safety and security

Example businesses: Construction, financial services, legal services, logistics.

Of course, there is going to be crossover, no profit-making business can survive without some element of sales and customer service element to its culture. But you may be able to see where your dominant culture should lie based on the aims and journey of the organisation.

For those in the public sector, there may be no need for a sales culture, that certainly wouldn't feature in an educational setting for example, but depending on the goals set for the organisation, one of the other types may be more necessary.

This can also change over time, a tech start-up may start in a place of innovation, move through sales and then into customer service. At each point, the culture will need to shift and change to support the phase of the organisation and ensure that employees remain engaged and aligned to the goals.

Shaping the culture you need for success

At Ten Space we use an engagement model and engagement surveys to assess culture and understand where there may be gaps and opportunities.

We've shared our engagement model below:

The Ten Space Engagement Model

Connection

How connected employees feel to the business – employees feel informed, heard and bought into the vision

Employees share the vision
Employees feel their voice is heard
Employees feel well informed

Leadership

How confident employees feel about their leaders & managers and how inspired they are by them

Bringing out the best in the team
Providing great recognition
Creating great working environments

Fulfilment

How well roles meet employees needs – personally & professionally

Rewards match the contributions made
Employees enjoy the challenge of their roles
Employees are proud

Wellbeing

Employees feel safe, secure and supported – emotionally & physically

Employees feel safe & secure in their role
Employees feel supported by the business
Employees feel able to be themselves at work

There are some elements of the model that will apply to all roles and organisations and others where some elements are more important than others.

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Connecting Teams
Sharing the vision, mission, goals & journey

A great starting place is ensuring that your team understands where the organisation is going and how you intend to get there.

That comes from ensuring that everyone in the organisation understands the journey the organisation is on.

Purpose	**Vision**	**Mission**
What is the organisation there to do and what role does it play?	What is the future or end state – what are you trying to achieve?	How does the organisation achieve its vision & fulfil its purpose – who is it serving & how?

Often, this type of conversation is reserved for an onboarding process, or a yearly update. But it's important that this information is shared over and over again, to ensure alignment and connection in teams.

It can be beneficial to check alignment on a regular basis and ensure that teams are fully connected and bought in.

We can do that by asking questions such as:

"I understand the vision and mission of the organisation and where we're heading."

"I am excited about the future of the organisation"

"I understand the goals of the organisation and the part I play in achieving them"

"Day to day actions taken are consistent with the vision, mission, and values of the organisation"

Using segmentation in a survey, to identify the differences between teams, departments of demographics will allow you to drill down into individual teams and identify where there may be gaps in understanding or alignment, so that you can work to close them.

Aligning Leaders

People leaders in any organisation are the biggest influence on culture. The saying "people join an organisation and leave a leader" is true in our experience!

It's critical that leaders are aligned with the vision & mission and understand the type of culture needed for success.

In most cases, the leaders are the first place to start, to ensure that they are onboard, engaged, and are able to scale any culture and engagement across their teams.

Again, this is something that we can measure and we can use segmentation to look at layers in the organisation to assess if, for example, senior leaders are engaged, but team leaders aren't. This allows us to understand where focus and action may be needed.

Here we might want to use questions such as:

> *"My leader enhances the performance of our team"*
> *"My leader practises what they preach"*
> *"My leader keeps my team focused on our goals"*
> *"My leader gives me the support I need to deliver in my role"*

Creating Fulfilling Roles & Experiences

We also need to make sure that the opportunities that are present in the organisation for employees align to what you are trying to achieve.

Here, we might want to look at things like career paths, recognition and work-life balance opportunities – to ensure that they align to what your talent expects of you.

> *"The recognition I receive in my role inspires me to do more at our organisation"*
> *"I believe the work that I do makes a difference"*
> *"I am clear on how I can progress my career in this organisation"*
> *"I am able to create the work-life balance I need in this organisation"*

Supporting & Taking Care of Employees

Finally, there may be some general things we want to check when it comes to wellbeing and creating a safe working environment for employees.

Employees who are going to deliver at the top of their game, need to feel well supported and taken care of. So it pays to check that there is a culture of wellbeing and support in the organisation.

Again, we can measure this, by asking questions such as:

"The culture in this organisation supports me and my role"
*"I feel I truly belong in this organisation"*
"I feel valued as an individual in this organisation"
"This organisation is an employee-first organisation"

From exploring these elements and asking for direct written feedback from employees, we can build up a picture of the type of culture we can have and whether it is effective.

But if we want to go deeper, we need to get more specific....!

Next we'll look at some of the topics and ways that we might explore specific types of culture in an organisation. Again, using surveys and data to assess.
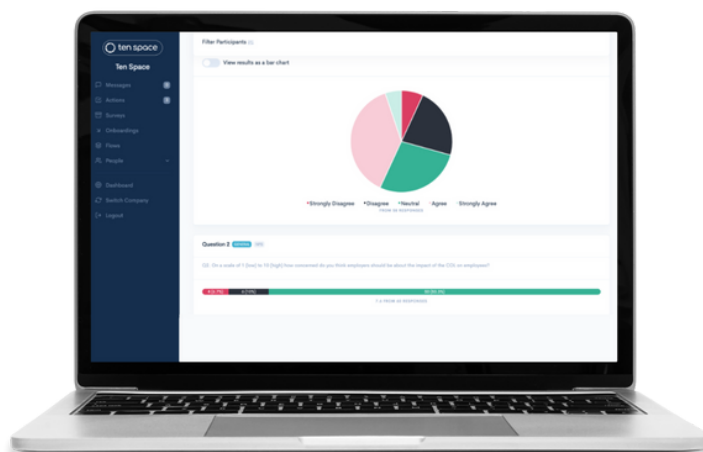
Sales Culture

In a Sales culture, we really want to make sure that those business development heroes have everything they need to succeed!

So we need to be exploring areas such as:
- If they have all the training and knowledge they need to deliver
- If they have the tools they need to deliver
- If they have the time they need to deliver
- If they feel motivated and inspired by their targets and reward

We can explore this in the team, by asking tailored questions:

"I feel the culture is fully aligned to help me in my sales-based role"

"I have the tools and time I need to focus on new business"

"The compensation I receive in my role encourages me to do more"

"I believe my achievements and successes are well recognised in the organisation"

Key work in this area is likely to be ensuring bonus and commission structures deliver the behaviour and outcome needed.

We often also see challenges in leadership in this area, where the best sales people are promoted into people leadership roles and then don't enjoy it! Often investment may be needed in people leadership skills to create effective sales leaders who can go on to create amazing sales cultures in their team!

Customer Services Culture

For these teams, we need to make sure they have the process in place and the autonomy they need to support the client base and deliver great service.

We can explore areas such as:

> *"My leaders give me the support I need to "do the right thing" for our customers"*
>
> *"I am motivated by the success measures and KPIs we have in place in our team"*
>
> *"I have the autonomy I need to serve our customers well"*
>
> *"I am proud of the service we provide to our customers"*

In these roles, it's often career paths and flexibility that we see are top of the employee wish list for driving engagement. Coupled with a recognition program that ensures that these teams aren't overshadowed by teams such as sales or innovation.

Customer service teams are the foundation of any great organisation and they don't like to be overlooked!

Creative Cultures

Creative cultures often need to be given the time, space and environment to be creative and do their best work.

For these types of teams, we might explore things such as:

> *"I have the time and space I need to be my full creative self"*
> *"Our physical working environment inspires me"*
> *"I am inspired by the type of work I do and the customers I work with"*
> *"I believe my creativity is valued and appreciated at this organisation"*

In these teams, we often see frustrations around time constraints, poor tools they've been given, or low value being put on their outputs.

These teams need to be given the time and the space they need to be creative and often work in this area can be about ensuring they aren't burdened with process and procedure.

Innovative Cultures

Often in innovative cultures, the key element is around having the investment they need to be fully innovative, as well as the safety of knowing that if it fails, it's part of the process.

For these teams, we can explore things such as:

"I am able to share my ideas in this organisation"

"Failing-fast is an accepted part of our culture in this organisation"

"I have the investment I need to deliver my full potential in my role"

"We have a diverse culture in this organisation that welcomes new ideas and contributions"

This is another team where career paths are key to their engagement, but they can often get frustrated when career paths are only obvious if you move up through people management roles. Creating career paths without that can drive additional engagement in these teams.

They'll also want to continually invest in their personal development and keep going deep on enhancing their skill sets. Clear (and if possible generous) training budgets here can be great engagement tools for these teams.

Compliance Culture

For these cultures, it's often about the understanding of the need for compliance and knowledge of how they can contribute to success.

Testing this type of culture might look like:

?

"I understand the policies and procedures that are in place in our organisation and within my role and why these are important"

"The measurements of success we have in place are effective in helping me deliver against expectations"

"I feel safe to raise any concerns I have in this organisation"

"I have all the training and support I need to succeed in my role"

The work in these types of teams is often around linking compliance and recognition. Ensuring that what gets measured, gets done, and gets rewarded.
This is another type of team where we're likely to see frustration if tools, systems and processes don't fit their needs and engagement can be impacted.

Taking Action
Making Change

So what happens if you have work to do on creating a culture of success?

You need an action plan!

As with all the work that we do with capturing employee feedback and insight – the aim isn't just to collect it, we need to do something with it.

If you know you have gaps, as a result of reading this document, from feedback you've had, or from a survey you have done, you need to take action!

A successful action plan will likely have:
- Clear actions on what needs to be done
- Clear ownership, timescales and any budget needed
- Supported by key stakeholders – those who can sponsor it to get done, or who are needed to contribute to getting it done.

It's really important that you track and measure progress as you go along. If you're using surveys here, you can use the same survey questions to see your progress building and measure against where you'd like to be. Written feedback from employees can be incredibly valuable to understand what would help close your remaining gaps.

Remember, people leaders are often the key to scaling culture and engagement. Make sure every leader is on board and fully committed.
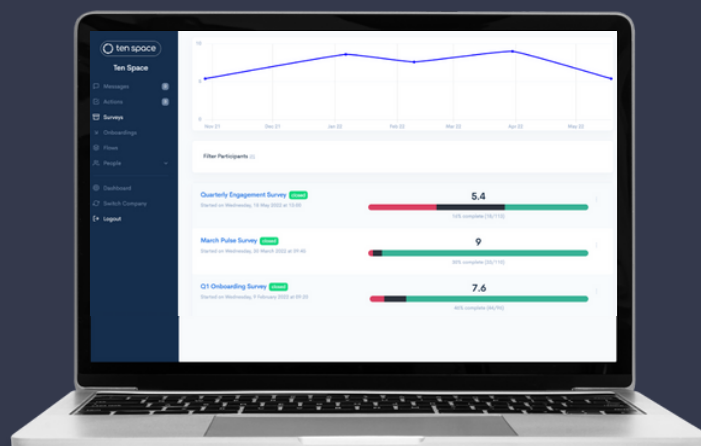
Stay Ahead

We'd recommend that you check in on a regular basis with your teams, to make sure you understand where your teams are at and what action might need to be taken.

A regular engagement survey can create a clear employee voice for teams and ensure that you have a continual flow of insight to ensure you remain ahead.

Keep an eye on that business strategy, so you understand exactly what is needed for success and go out and LISTEN!
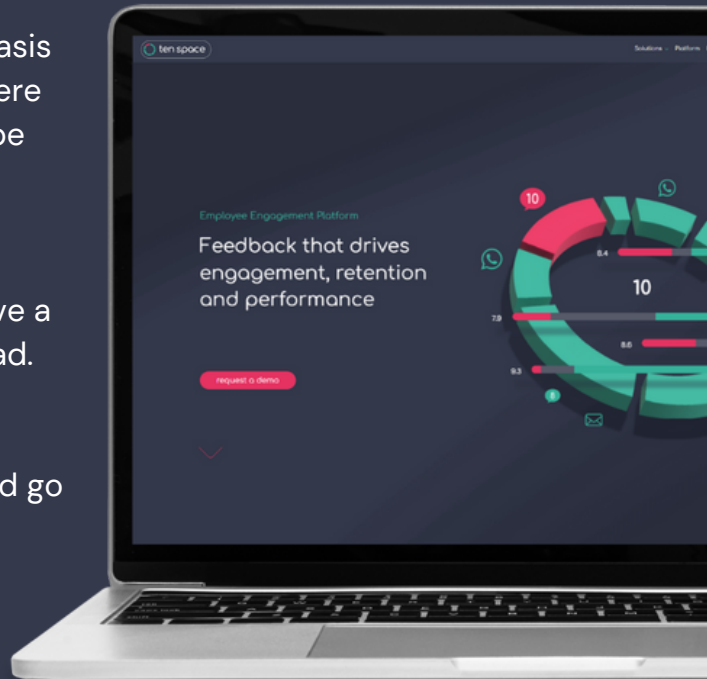
At Ten Space we have developed an employee survey platform that supports organisations to build highly engaged, high performing teams.

We elevate the employee experience by bringing efficiency, professionalism and simplicity to gathering employee feedback.

For People teams, it reduces months of work into minutes, with built in tools to help you understand your feedback and quickly action it. For employees, it offers a simple, trustworthy & engaging way to provide anonymous feedback – via WhatsApp, SMS and email.

Whether you're a small ambitious business, or an experienced HR professional our platform and customer success team is there to support you.

Contact us:

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