Cultural Assessments
Tools to help you analyse culture, identify improvements and streamline change
What is the value of culture to your organisation? And what are the values that shape that culture? How do you know?

A tailored approach to help you assess culture
Because different organisations have different needs, every cultural integrity assessment is unique. Areas of focus can include:

**Political architecture**
Where does power lie and how is it used?

**Social architecture**
What values govern relationships and what behaviours do these drive?

**Operational architecture**
How do organisational frameworks, systems and processes affect behaviour?

**Performance architecture**
How do economic and performance objectives drive behaviour?

**Leadership assessment**
The political and social architectures
By understanding what leaders really believe, we identify the messages that will be passed on throughout the organisation. It is these messages, and the beliefs and behaviours they evoke, that will really affect the organisation’s culture.

**Organisational assessment**
The political and social architectures
We conduct ‘on the ground’ assessment of beliefs, behaviours, decision-making styles and values to assess their alignment with the organisation’s purpose and the values leadership wants its employees to live.

**Mechanism review**
The performance and operational architectures
A review of hierarchies, reporting structures, policies, processes, procedures, KPIs and performance management frameworks will inform whether they encourage decision-making that supports the organisation’s overall objectives and give local teams freedom to flex as local conditions demand.

**Mapping and Gap Analysis**
We map our findings on the four architectures to your organisation’s values and strategic goals to inform and focus improvement plans with a cultural lens, so that they become more effective, embedded and sustainable. This provides another lens on performance i.e. how teams are achieving their results, not just the results themselves. We create a gap analysis that reflects our assessment of the current cultures, the impact organisational values are having and the cultural changes that might be addressed.

Your journey forward

Performance with integrity
Our approach will help you answer the following questions:

- Are your organisation’s purpose and values well understood?
- Is there evidence that teams that are upholding those values are outperforming and in the North East quadrant?
- How are your organisation’s values being adopted by teams in each quadrant, if at all?
- What is the impact of the various sub-cultures on your organisational performance?

Where do your high performing teams sit today?

Benefits
A better understanding of culture in your organisation will help you to reduce risk and drive performance:

- Deliver strong returns
- Create greater efficiencies
- Create more trust
- Foster high-performing teams
- Encourage innovation
- Attract and retain great talent
- Grow market share
About EY
EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organisation, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organisation, please visit ey.com.

Ernst & Young LLP
The UK firm Ernst & Young LLP is a limited liability partnership registered in England and Wales with registered number OC300001 and is a member firm of Ernst & Young Global Limited.

© 2016 Ernst & Young LLP. Published in the UK.
All Rights Reserved.
EYP00128 03/16. Artwork by Creative Services Group Design.

Information in this publication is intended to provide only a general outline of the subjects covered. It should neither be regarded as comprehensive nor sufficient for making decisions, nor should it be used in place of professional advice. Ernst & Young LLP accepts no responsibility for any loss arising from any action taken or not taken by anyone using this material.

ey.com/uk

Find out more
We are working with clients to take cultural analysis beyond the conventional boundaries of performance and operational review, analysing the political and social factors influencing behaviour and decision-making. Our proprietary tools examine culture and sub-cultures at a micro-level, enabling clients to pinpoint key areas of concern, identify improvements and streamline change.

Kevin Hills
Partner, Head of Corporate Integrity
+44 20 7951 5873 | khills@uk.ey.com

John Davies
Executive Director, Corporate Integrity
+44 20 7951 0585 | jdavies1@uk.ey.com

Lisa Summerbell
Assistant Director, Corporate Integrity
+44 20 7951 3278 | lsummerbell@uk.ey.com

Natalia Rodriguez Martin
Director, Corporate Integrity
+44 20 7951 9060 | nrodriguezmartin@uk.ey.com

Brandon Perlberg
Manager, Corporate Integrity
+44 20 7783 0035 | bperlberg@uk.ey.com