

SURVEY RESULTS |

Leadership and HR Actions that Transform Culture

About i4cp

i4cp is a human capital research firm that discovers the people practices that drive high performance. We provide our extensive member network of leading global employers and government institutions with the research, peer collaboration, tools, and data essential to developing and executing workforce strategies and practices that deliver higher market performance. **Visit i4cp.com to learn more.**

Thanks to HR2IT and Ouellette & Associates

To get ahead—or at least remain competitive—most organizations are facing the daunting task of transformation. To enable and support this transformation requires the right organizational culture. Yet, most executives struggle mightily with how and where to start a culture change, who should do what, what actions make the greatest difference, or whether the change is making an impact.

Ouellette & Associates partnered with the Institute for Corporate Productivity (i4cp) to promote this important study to identify the specific actions that drive and sustain culture transformation. In particular, which HR and talent practices are most common among high-performance organizations that make the greatest impact, and what leadership actions make the greatest impact before and during a culture transformation?

A report that explores key findings and next practices will debut in March at the [i4cp 2019 Next Practices Now Conference](#).

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Survey Responses

1. To what extent do the following statements describe your organization's culture?
(percent of respondents indicating high or very high extent)

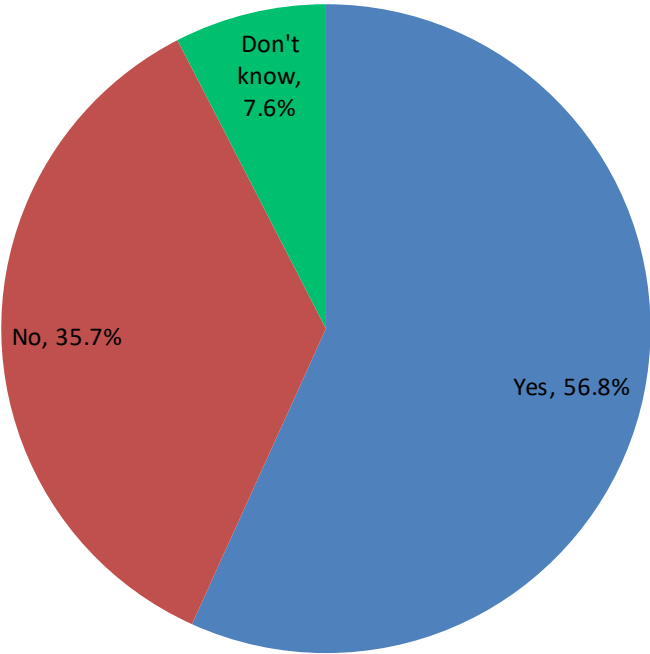


n = 6,985

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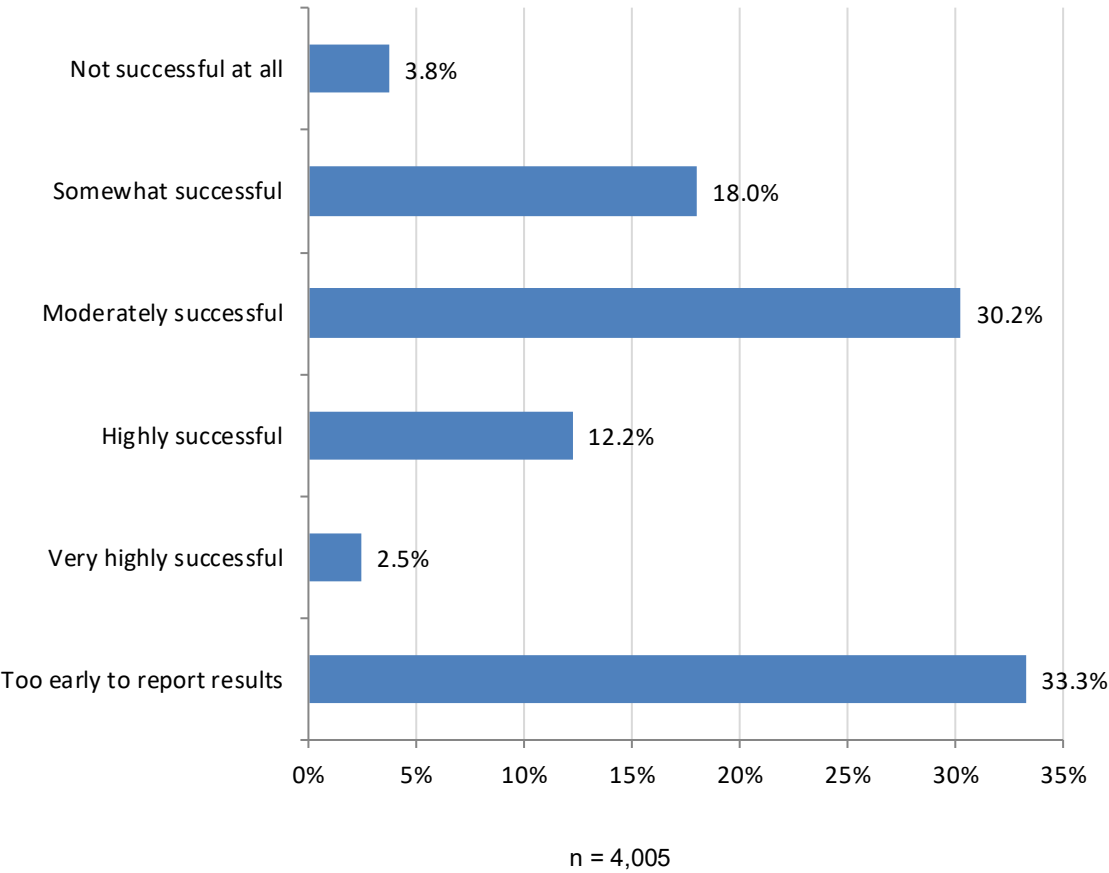
Use of all results, analysis and findings requires explicit permission from i4cp.

2. Has your organization experienced, or are you currently experiencing a cultural transformation?

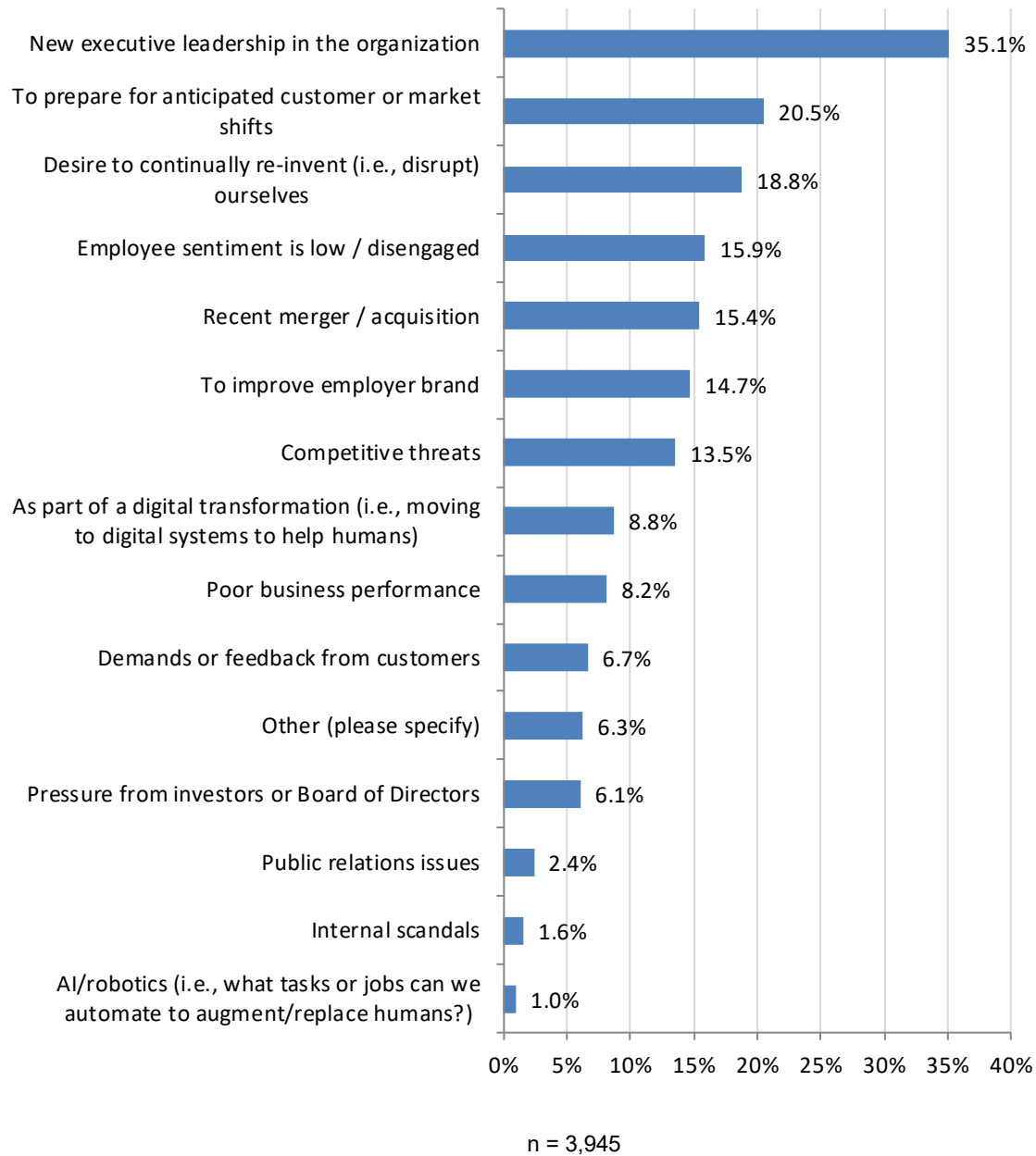


n = 6,972

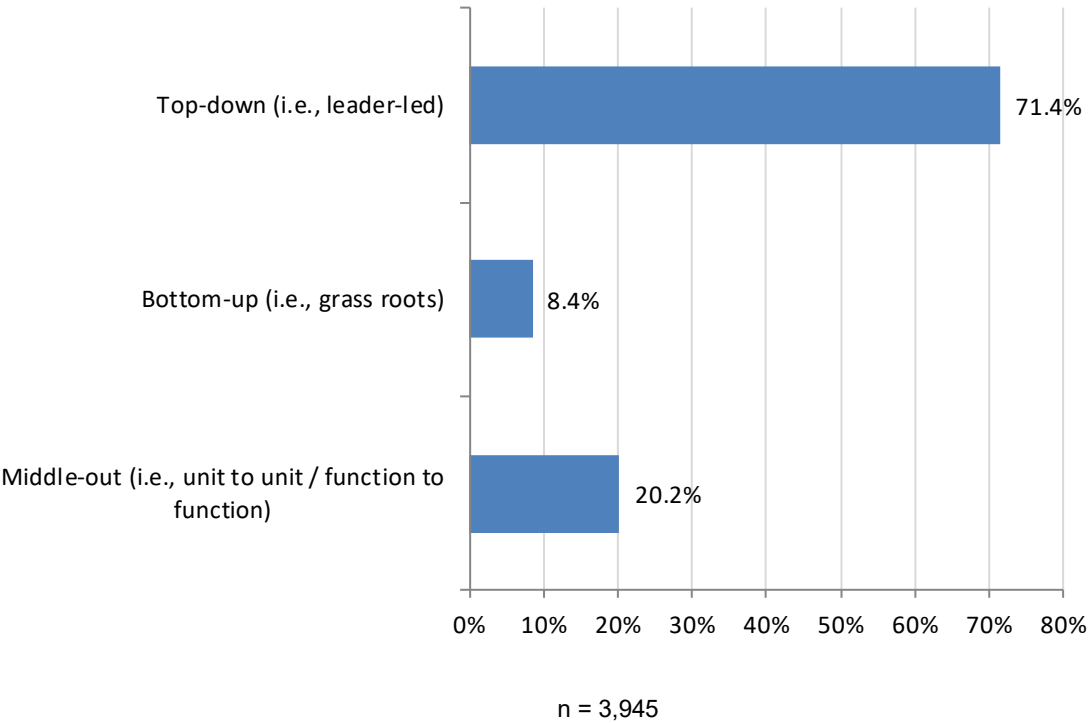
3. How successful was that culture transformation effort?



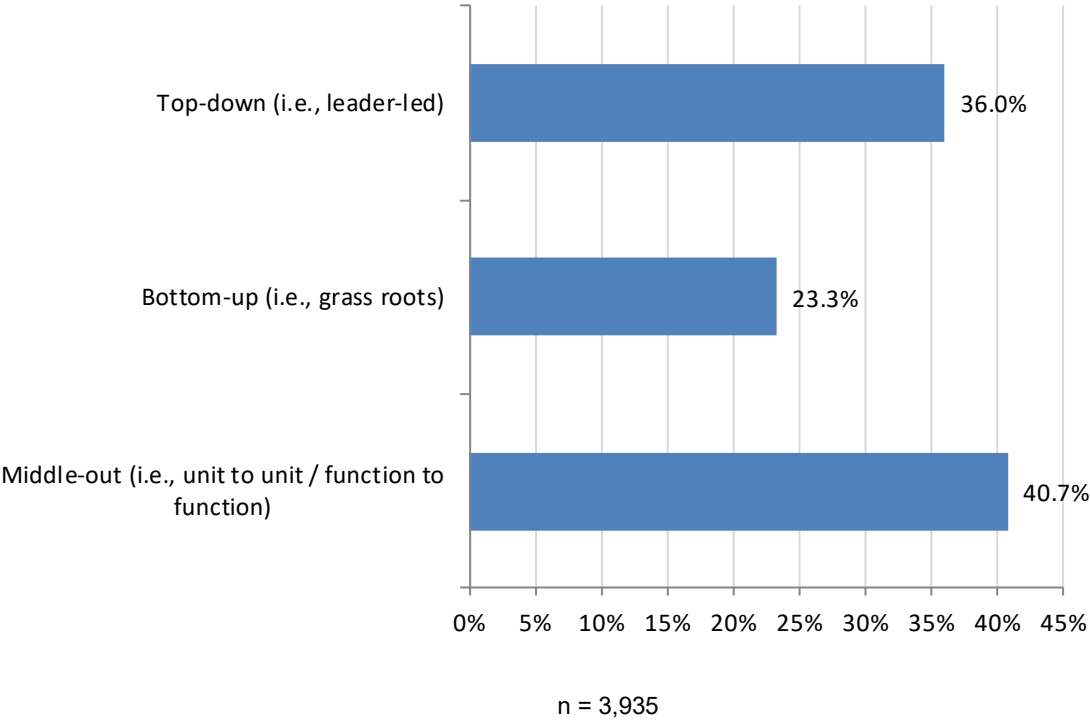
4. If your organization is currently going through a cultural transformation, or has been through one previously, what was the primary driver? (select up to two responses)



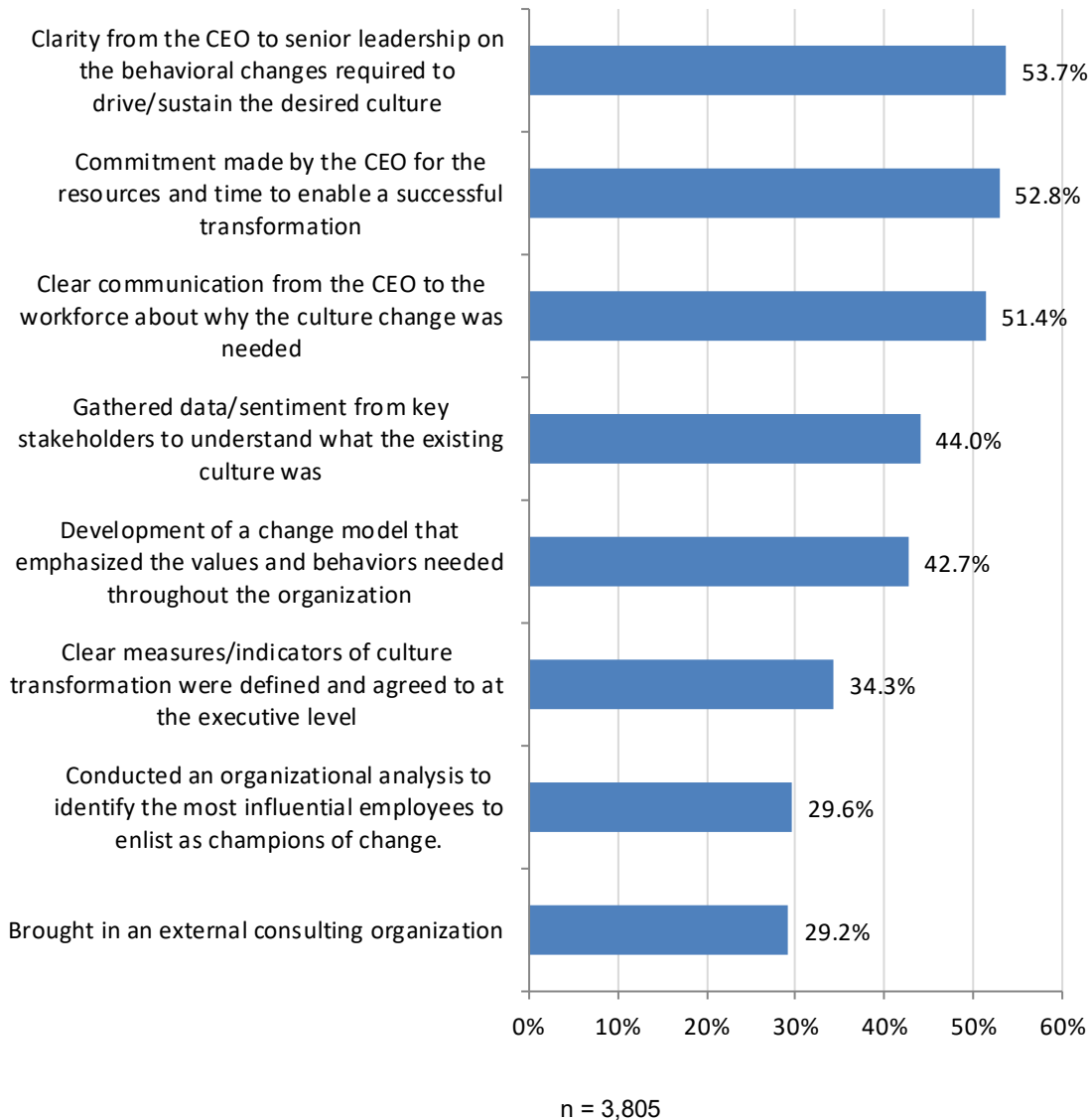
5. In your experience, how is effective culture transformation best started/initiated?



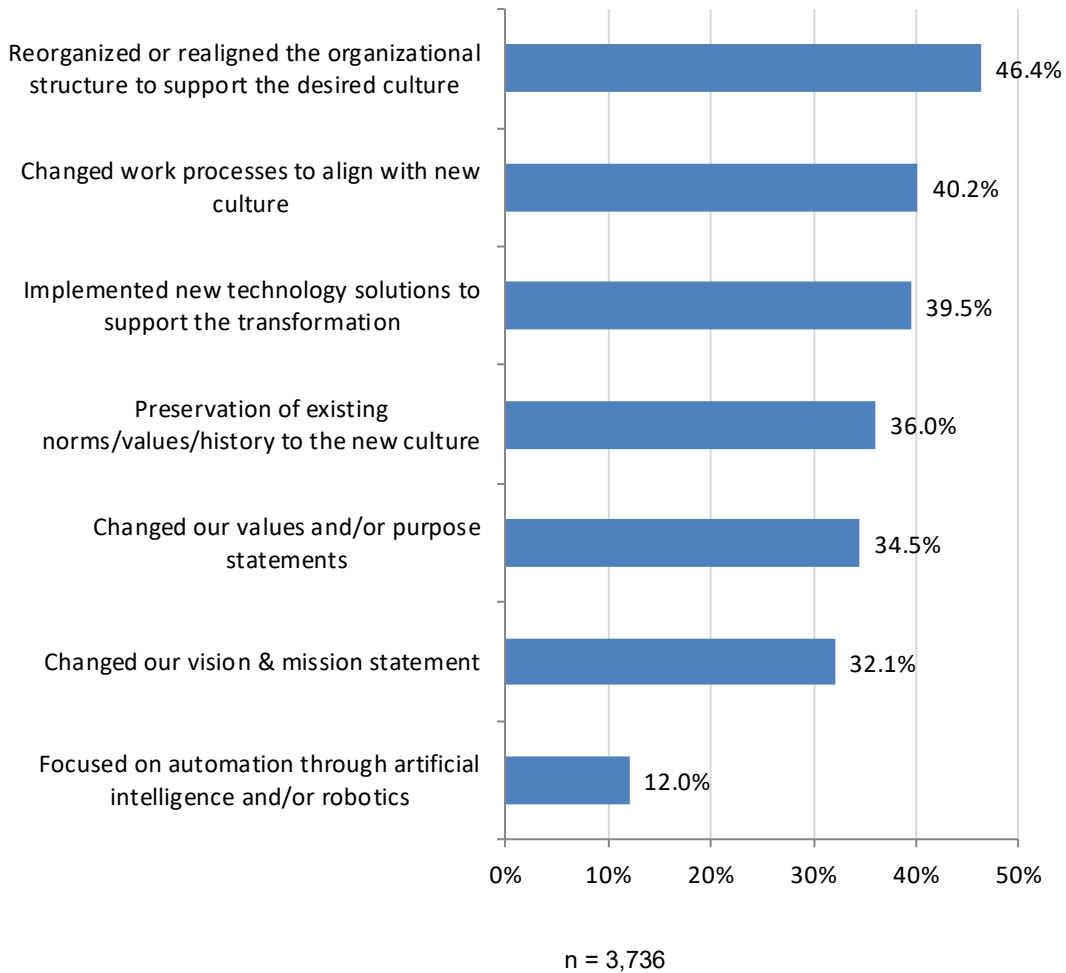
6. In your experience, how does culture transformation best gain momentum and sustain itself?



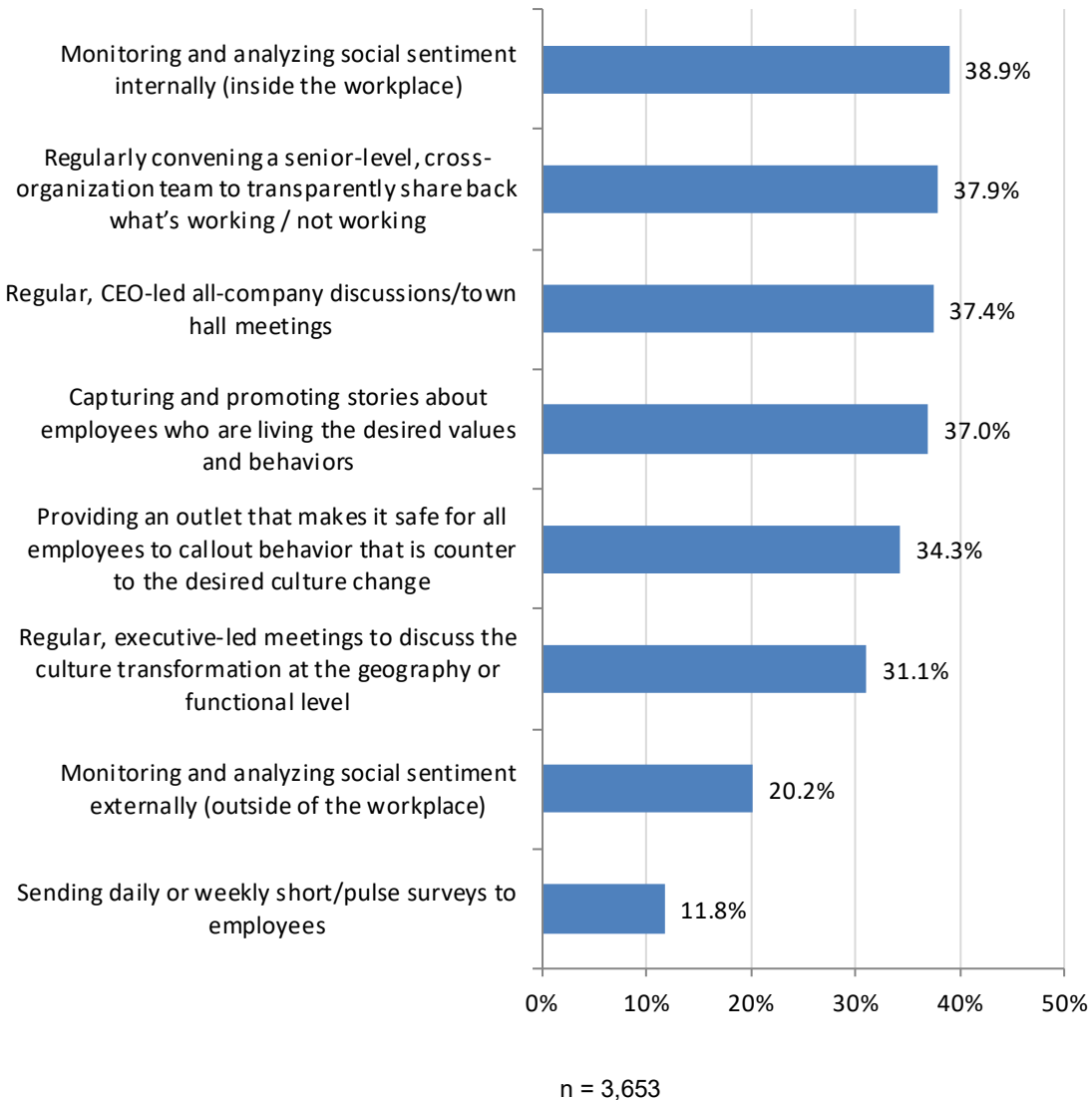
7. As your organization began its culture transformation, to what extent were the following actions pursued?
(percent of respondents indicating high or very high extent)



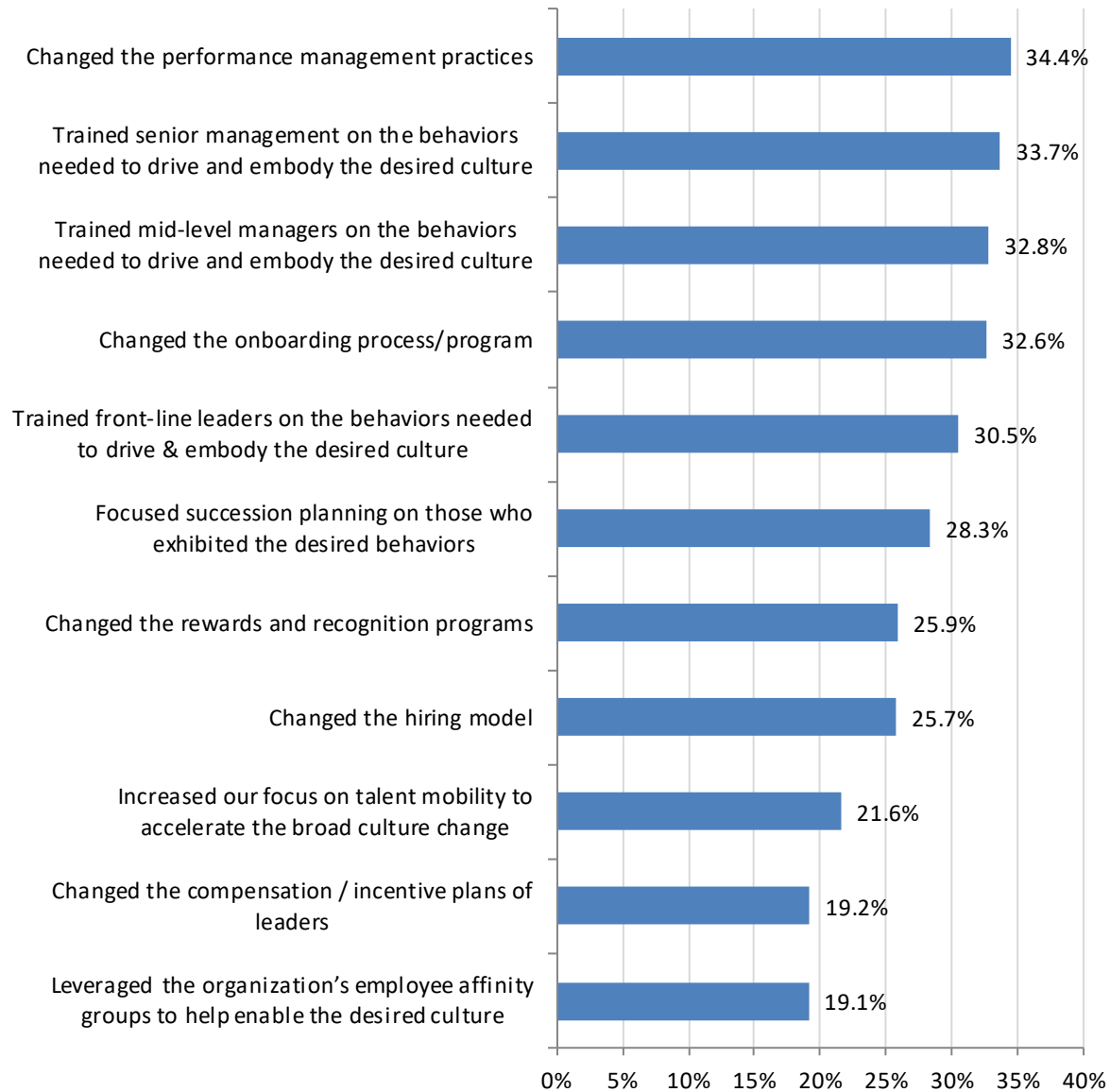
8. To what extent did your organization pursue the following structure/process/policy issues to enable its culture transformation?
(percent of respondents indicating high or very high extent)



9. To what extent were the following communications and listening initiatives helpful in shaping and driving your organization's culture transformation?
(percent of respondents indicating high or very high extent)

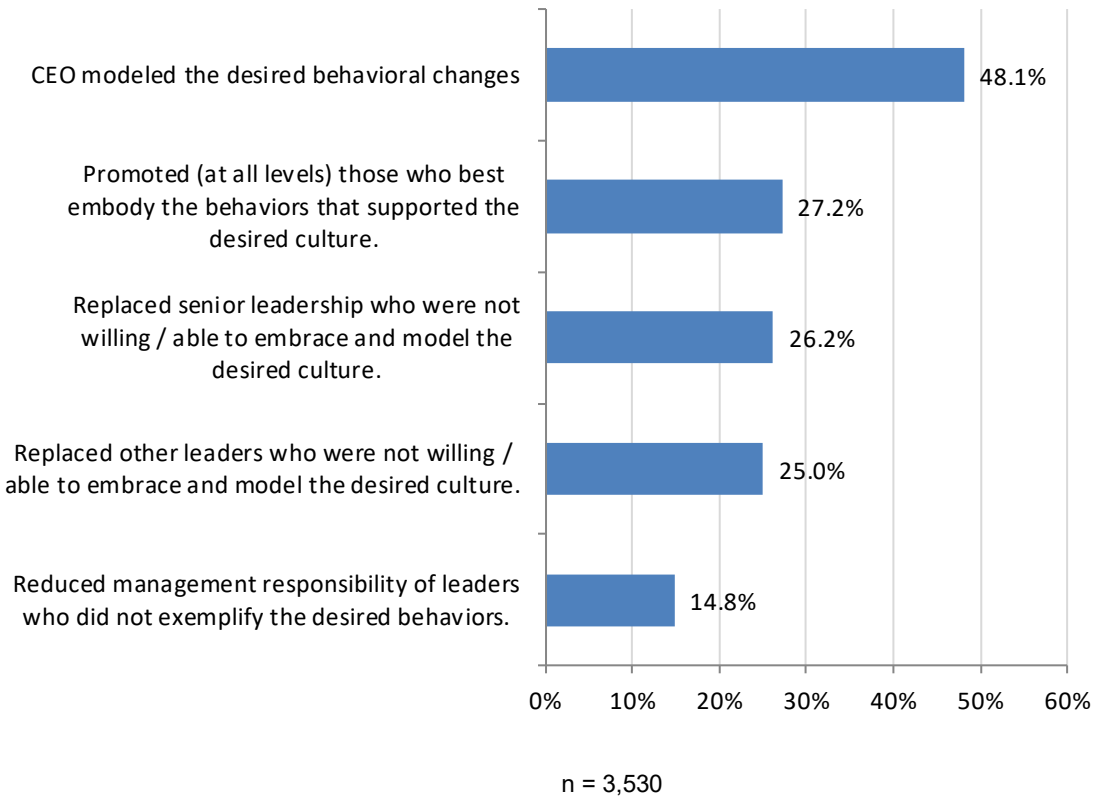


10. Which of the following talent management actions did your organization pursue to drive or support its culture transformation?
(percent of respondents indicating high or very high extent)

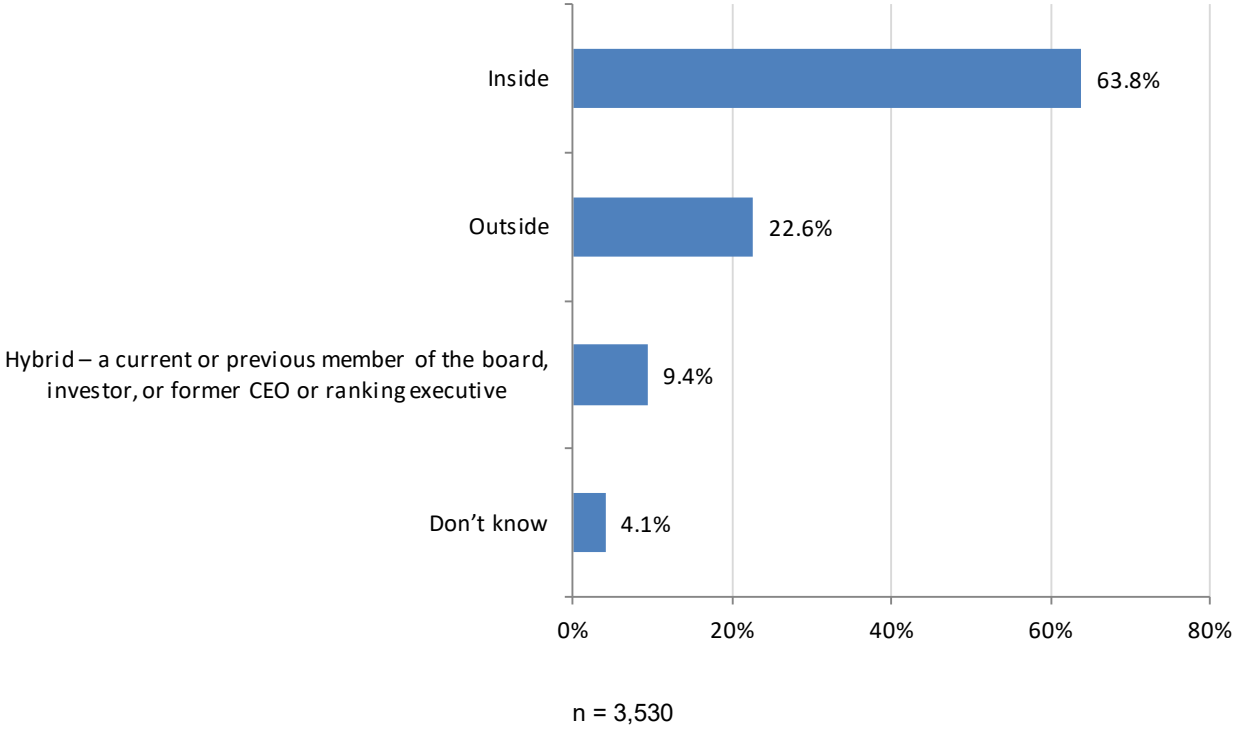


n = 3,563

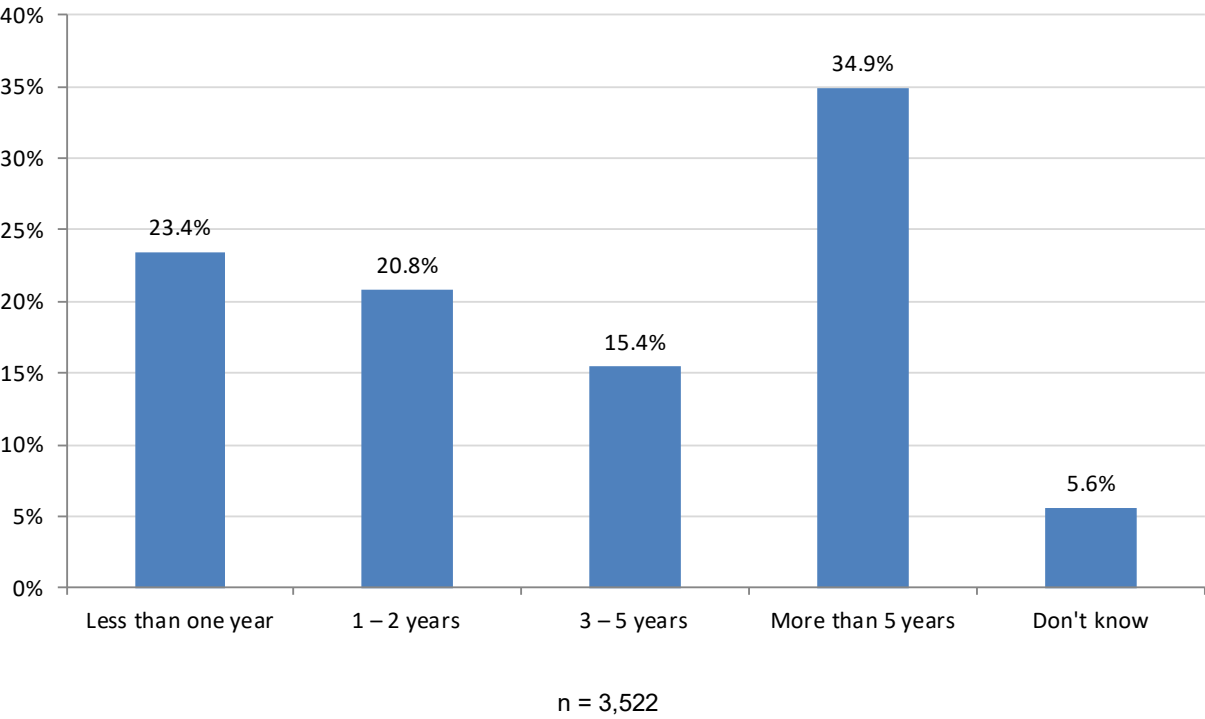
11. Regarding your organization's leadership: To what extent were the following actions pursued to drive and/or sustain the culture transformation? (percent of respondents indicating high or very high extent)



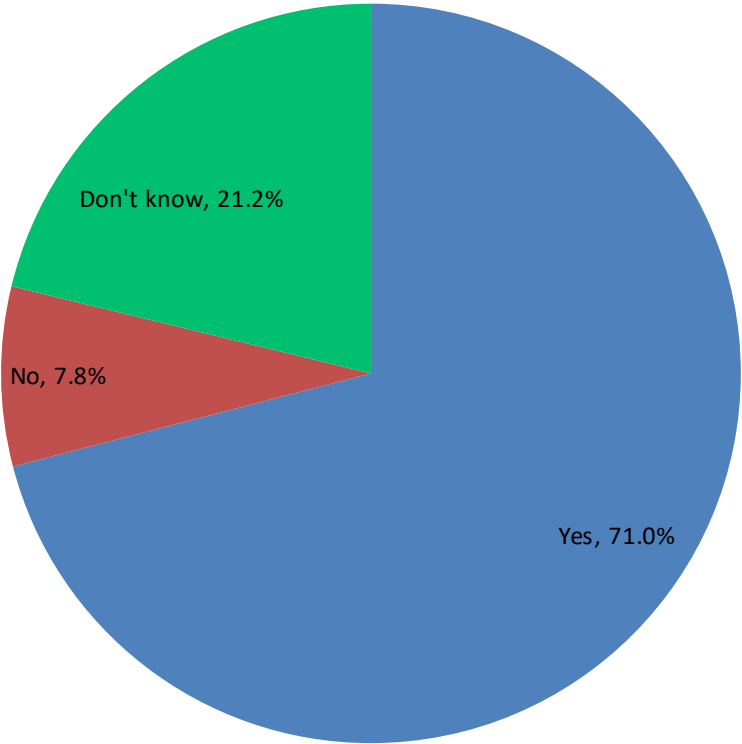
12. Did the CEO who initiated the culture transformation come from inside or outside the organization?



13. Approximately how long was the CEO in position prior to initiating the culture transformation?

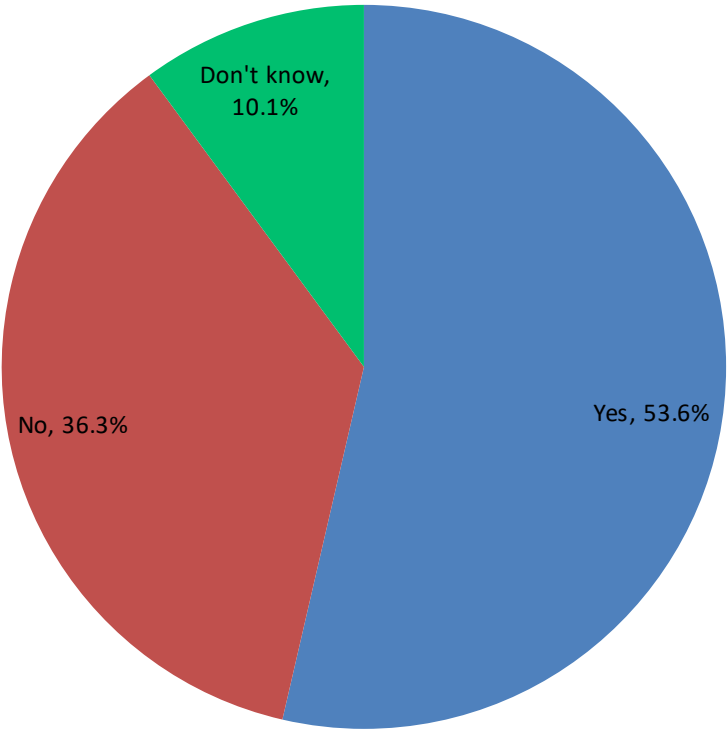


14. Was the CEO who initiated the culture transformation in the role long enough to see it through?



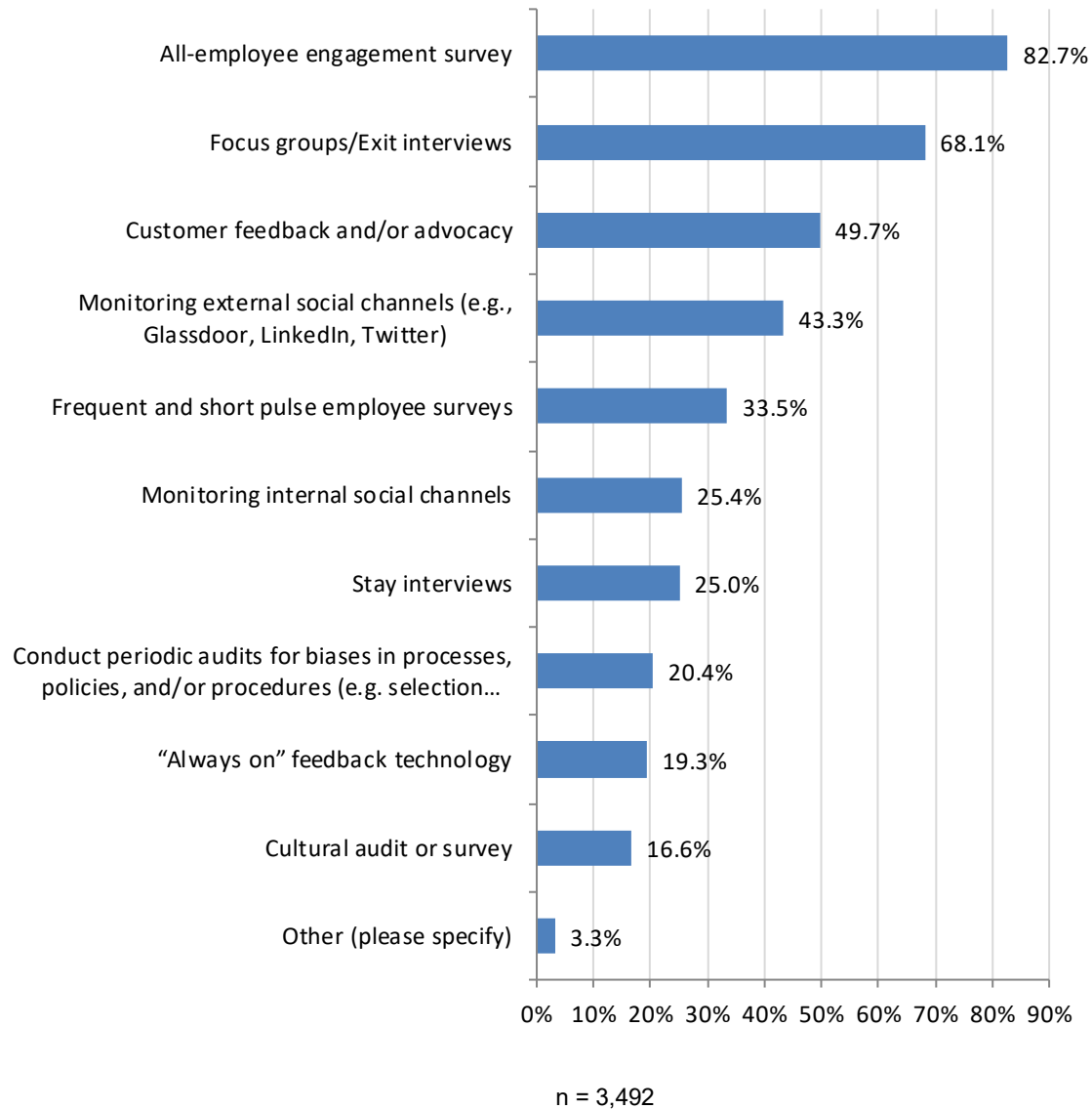
n = 3,522

15. Does your organization measure and/or monitor the culture in your organization?

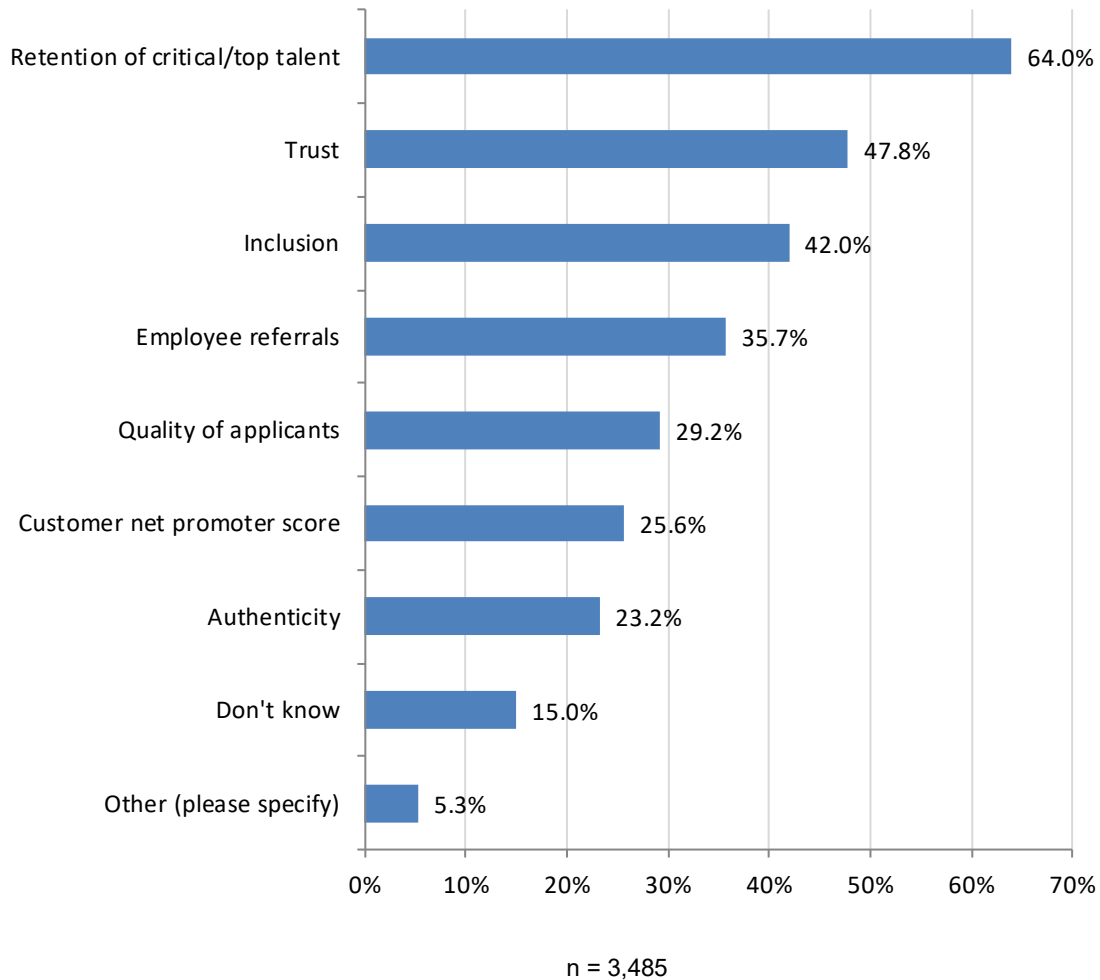


n = 6,530

16. What are the various methods or processes your organization uses to measure and/or monitor its culture? (select all that apply)



17. What does your organization measure/track to gauge the progress of its culture transformation? (select all that apply)



In this survey, multiple questions used the well-accepted 1-5 Likert-type scale, with a 1 rating generally designated as “not at all” and a 5 rating as “a very high extent.” Mean scores are the average of those ratings.



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