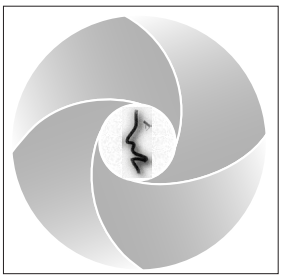
IIOSS



CCI™

Corporate Culture Indicator

White Paper

November 3, 2014

The Theory Behind the Company Culture Indicator

A modern company's culture is way more than the traditional "system of shared values and beliefs that produces norms of behavior and establish an organizational way of life."

Defining the Company Culture. We believe that any company's culture includes 10 vital areas of its everyday activities:

- managing the environment,
- managing the market,
- managing the input into output,
- managing the money,
- managing the goals,
- managing the tasks,
- managing the employees,
- managing the managers,
- managing the rewards, and
- managing the information.

Changing the Culture

First, we separate the ill from the healthy areas.

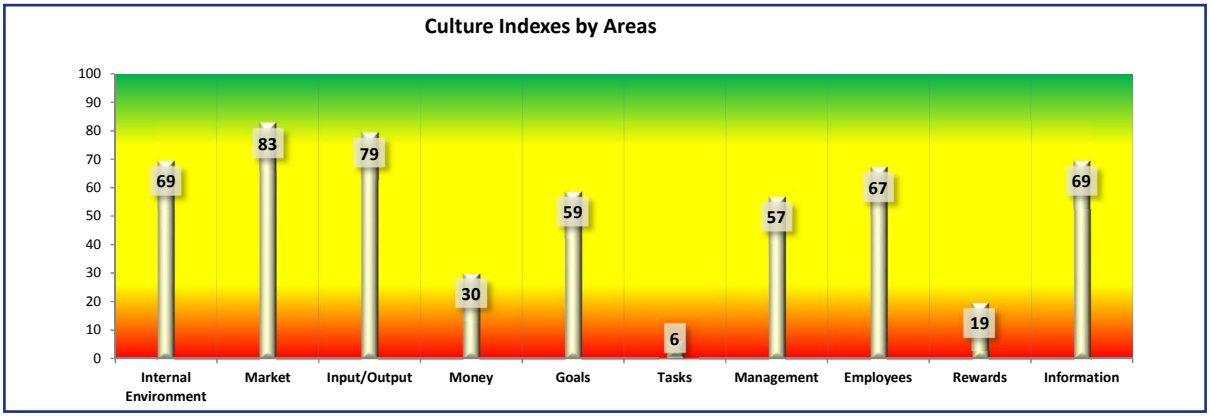
Second, we decide about the dosage, the amount of change - small companies need small changes to see effects; large companies need deep structural changes to see some effects in their cultures.

Third, we prescribe the right way of implementing the changes.

Capturing the Indicators of Corporate Culture. Each of the ten areas is described by a set of 20 indicators, or 200 indicators in total for the whole company. Each indicator is a statement that represents a symptom of a "disease". The statements follow the "good doctor's practices": Do you feel pain? If yes, how much on a scale from one to three?

Example: Each part of the process within the company acts as a different unit.			
we don't have it	**we have it, and it is of:**		
	low gravity	medium gravity	high gravity
⊙	⊙	⊙	⊙

All 20 indicators combined together give a statistical measure called "*[Particular Area] Culture Health Index*". It is a scale from 0 to 100, zero standing for "totally ill area" and hundred standing for "area is in excellent health." All Indexes together produce a grand measure called *Corporate Culture Health Index*.



How it Works

We respect the privacy of personal information provided by the participants and are committed to the protection of that information.

The survey responses, are collected, used, and disclosed for the purpose of preparing individual and group reports that will be solely used in company's culture improvement.

Data Collection. The Corporate Culture Indicator is posted online and the access is provided by the client company. The survey takes approximately 60 minutes to complete.

Preparing Individual Reports. After collecting data, the our backoffice prepares the Individual Reports. The price per single license is $[xxx]. Bulk discounts are available upon request.

Presenting Findings. During a 6-hour workshop, our representative presents the individual and aggregated group results in front of the client's representatives (Top Management, HR Specialists, and Department Heads).

After presenting and discussing the findings, our representative presents the recommendations for change aimed to improve the company's culture. The responsibility for implementation is entirely on the client although we may be involved if the client requests that.

Continuous Improvement. Changing the company's culture takes time and efforts. Thus, we recommend to repeat the process, preferably with the same participants, every 9-12 months. By closely monitoring the increase of the company's overall health, we will be able to prescribe the right changes at the right moment. The monitoring and adjustments are solely based on the Indexes.

Who Should Use It. The Corporate Culture Indicator is appropriate for any type and size of companies. The more managers and employees participate, the better results will be accomplished.

Who Has Taken It. The Company Culture Indicator (or, its variations) have been used by:

a. *Companies*, such as ABB (Switzerland), Phillips (The Netherlands), Oracle (USA), Cisco (USA) , ING Bank (The Netherlands), Dell (USA), Shell (The Netherlands) and APG Asset Management (The Netherlands)

b. *Universities*, such as Harvard (USA), IESE Barcelona (Spain), Erasmus University (The Netherlands).

Tokyo, Japan ♦ www.iioss.co.jp