

Insperty

Inspiring Business Performance®

Driving Your Culture

The Insperty® Guide to Company Culture

ROLL IT OUT

Creating your mission,
vision and values

DRIVE IT HOME

Engaging your workforce through
trust and communication

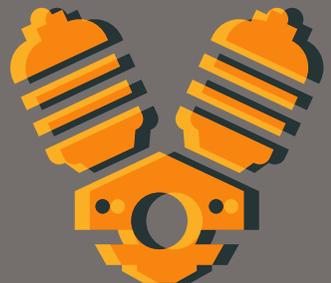
KEEP IT HUMMING

Preparing for growth
and change



Culture is like the oil in the engine that makes it all run smoothly but effectively. It's where you get the power. If you don't have oil in the engine, everything breaks down and locks up and you can't move.

Paul J. Sarvadi
Chairman and CEO
Insperty



Your company culture is what drives your company's success.

It is formed from the values and mindset of your employees and leadership team. When you design a company culture and work environment that your employees appreciate, they'll care more about their jobs and be more invested in the success of your company. In turn, your business will reach new heights.

As a leader, it's up to you to make sure your culture supports your company's mission, vision and values. How do you want your employees to talk about your company? How do you want them to feel when they walk in the door?

While this touchy-feely stuff may make you a little uneasy, the bottom line is that company culture matters. Make sure it isn't left to happenstance. In this guide you'll learn how to create the culture you crave.

Let's get started.

Creating a company culture begins by defining what your company stands for. What are you passionate about? What are your core values?

A three-pronged approach to putting your beliefs into words will help you get started.

Laying the foundation



Mission

This tells everyone, internal and external, why you're in business. It should be brief.

Here's an example from nonprofit Teach for America:

"Growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education."



Vision

This lays out your company's future aspirations in an emotionally motivating way.

Here's an example of one from World Wildlife Fund:

"We seek to save a planet, a world of life. Reconciling the needs of human beings and the needs of others that share the Earth..."



Values

This is what you and your employees believe, and how you'll behave. It sets the cultural foundation of your business.

"Integrity as the cornerstone of personal and corporate conduct..."

Leading by example

Now that you've identified what you want your culture to look like, it's up to you to develop it. Encourage your employees to embrace the behaviors and principles that you want to put into practice and lead by example. Small gestures are contagious and can go a long way to shift the culture of your business.

HERE ARE SOME TIPS

Set goals for yourself.

If you want to create a friendly atmosphere where people feel valued, make the effort to say hello to everyone in the office in the morning.

Use this time for trial balloons.

Is work-life balance important to you? Use a slow work day as an opportunity to send the team home early.

Engage with your employees.

Take time to talk with your employees and get their thoughts and ideas on how you can help them be successful. Encouraging open communication builds a foundation of trust.

Setting clear expectations

Making sure your employees know what is expected of them is key.

Discuss what you want to accomplish and be clear about your expectations.

Some things to consider

Get buy-in

Be sure your major stakeholders support your mission. Your culture should be transparent from the top down.

Making sure you and your management team model and clearly communicate your company values is a vital part of putting a successful company culture in place.

Be realistic

Your culture isn't going to change overnight. Focus on your biggest priorities first and then depend on your leaders to gauge what is most doable in the short term.

Welcome feedback

Keep an open-door policy and encourage your employees to come to you with any questions they may have.

Culture has a tangible effect on your company's value and perception

That “something special” that creates your company culture is the backbone of your infrastructure. Neglect your culture, and watch your organization begin to sag.

A talented, engaged employee who shares a passion for the business is incredibly valuable. A business needs to manage the retention of these special employees the same way it manages its bank accounts – by keeping unexpected outflows to a minimum.

Tom Gearty, Regional Vice President, Sales, Insperty

70% of CEOs and CFOs say culture is among the top five things that make their company valuable.¹

20%

Amount companies with happy employees outperform their competition. Those companies earn 1.2 – 1.7 percent more than peer firms, and score 2.1 percent above industry benchmarks.⁴

Top motivators for today's employees

87%

professional growth

85%

make a meaningful difference

85%

financial incentives

2

Many times, businesses don't make the connection between the performance of people and the financial performance.

Paul Sarvadi, Chairman and CEO, Insperty

+50%

of CEOs and CFOs believe corporate culture influences productivity, creativity, profitability, firm value and growth.¹

+90%

of CEOs and CFOs believe that culture is important at their firms.¹

Percentage of employees who want to work for a company that cares about them as an individual:

93%

2

Communicate your culture frequently; if you don't, it will change into something you don't want it to be.

Kim Scott,
Director, Corporate Compensation,
Insperity

78%

of employees want the opportunity to provide feedback, ideas and potential solutions to help their company improve.²

Working beyond designated hours doesn't bother

78%

of employees when they feel valued and fulfilled in their work.²

If you understand your own culture, that's 90 percent of hiring the right people to fit into it.

Sam Larson,
Senior Vice President of Innovative Technology Solutions, Insperity

43%

of employees believe that community involvement helps their company achieve its business goals.³

83%

of millennials are more likely to remain loyal to an employer when they feel they can make a positive impact at work.²

Building, fostering and cultivating relationships with others in the organization is one of the most important aspects of a company.

Betty Collins, Senior Vice President of Corporate Human Resources, Insperity

Many businesses fail to recognize the value of human capital. They become good at selling to their market, at delivering on the sales promises, at managing their finances and their cash flow – but thinking about talent is just not something they devote enough time to.

Charlie Hartland, Vice President, Market Development, Insperity

92%

of CEOs and CFOs believe that improving corporate culture improves the value of the company.¹

1. Boston College Center for Corporate Citizenship 2015 Community Involvement Study John Graham, Campbell Harvey, Jillian Popadak, and Shiva Rajgopal, "[Corporate Culture: Evidence from the Field](#)" and "[The Interview Evidence](#)".
2. [2016 Cone Communications Employee Engagement Study](#)
3. "[The Buy-in to Corporate Culture: Creating Internal Emotional Capital Through Work-based Volunteering Schemes](#)", Proceedings of the 2nd European Conference on Intellectual Capital, ISCTE Lisbon University Institute, Lisbon, Portugal and Polytechnic Institute of Leiria, Portugal, March 2010; Ann Turner, Queen Margaret University
4. [New Century Financial Corporation](#)



Share it from the start

From the beginning of a relationship with employees, be open about your company culture. In job postings, explain your company structure and share your values and philosophy.

Once they're hired, help new employees get familiar with the culture. How does it play a role in daily business? What are the company's goals and how do the employees support those?

Take time to explain and demonstrate what it looks like to be an employee – it will go a long way in giving your new hires a sense of belonging.

Check your employee engagement

Your employees are key to a successful company culture. They are the ones who make it happen. Here's how to find out if things are on the right track:

- How well do your employees enjoy their work? Coming to work should not bring a feeling of dread.
- Is there a sense of respect? People like to know their word and work are trusted.
- Is there accountability? Taking ownership makes employees feel connected.
- How do you invest in your employees? Recognizing a job well done shows you value their work.
- Are your employees engaged? Contributing to the company's mission leads to committed employees.



Disengaged employees cost a company money, productivity and morale.

A workforce that wants to be there

A great company culture is more than a case of the feel-goods. It also can **benefit your bottom line**.

RECRUITING

When word gets out about your crave-worthy culture, like-minded job candidates will flock to your business.

If employees are getting what they want from your company, they'll be less likely to look around for a new job.

RETENTION



Communication makes a difference

You can maintain a solid company culture through honest, open communication, which builds trust. Motivating employees with [fun perks](#) is, well, fun! But if you don't have communication and trust, those motivators will be hollow.

Take it outside

If giving back to the community and volunteering are part of your company's values, go beyond the walls of your business to demonstrate it. According to a [Cone Communications study](#), employees want to work for companies with strong and clear corporate responsibility commitments. Among the findings:



of employees want hands-on activities that will help them to promote environmental responsibility.



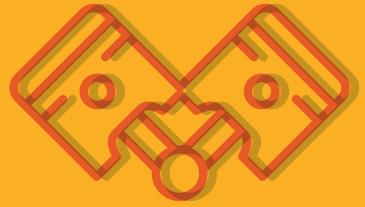
of employees want opportunities to make a positive impact on the company's social and environmental commitments.



of millennials consider a company's social and environmental commitments when deciding where to work.

Maintaining your culture

Promoting a positive company culture will take work, but the benefits of an engaged workforce will make it worth the effort. From culture surveys to succession plans and beyond, here's how you can maintain your unique company culture.



Some sample culture survey questions:

- ✓ Do you have the resources and tools you need to do your job?
- ✓ Do you feel like your manager listens to you? Is your opinion valued?
- ✓ Are you recognized for good work?
- ✓ Do you feel like your benefits are fair?
- ✓ Are you satisfied in your job?

Take the temperature of your organization

Once you've implemented a culture by design, you'll want to ensure it stays on track.

An anonymous [culture survey pulse check](#), administered by a third party, can give insight into how well it's going.

Once you have your survey results, you must be willing to do something about it. Your employees will expect to see an outcome – otherwise, trust and engagement go out the door.



Create a succession plan for others to be ready to step up when the time comes.

Put emphasis on the development of new leaders.

Make the current leader a part of the plan to make recommendations on how to prepare their successors.

Ask employees if they are willing and ready to be groomed for a new role.

13 MUST-HAVES TO MAINTAINING AN ENGAGED WORKFORCE

Engaged employees believe in your business, continually seek improvement and are willing to do what it takes to help the organization succeed. So, what can you do to continue to keep employees engaged and promote a positive culture?

- 1** Clear mission, vision and values
- 2** Inclusive, fair work environment
- 3** Culture of accountability
- 4** Good communication
- 5** Respectful interactions
- 6** Positive reinforcement
- 7** Work-life balance
- 8** Training and development
- 9** Prospects for advancement
- 10** The right tools and technology
- 11** Gamification of goals
- 12** Workplace perks
- 13** Social interaction

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