



# WayFinder

Transforming Culture



# What is Culture?

Culture makes up the essence of any organisation, permeating all parts of it – from vision and strategy, to process and systems. Most often described as “*the way we do things around here*”, culture is evidenced through the ways of working that employees exhibit as a common set of behaviours reinforced by an organisation’s operating model.

Culture is...



Why does culture matter?

The concept of a cultural ‘type’ is rapidly becoming redundant, and comparing to norms is only fit for the mediocre. The winning principle now is to create **real congruence** between your business’ purpose and the way this translates into real experiences that your employees / customers will believe are true and authentic to you.



# Culture: A True Business Differentiator

**Culture is now recognised as a critical organisational asset.** Inextricably linked with all elements of business success, it has become the enigma that every CEO wants to solve.

Culture accounts for

50%

of business performance

## Connecting culture with strategic objectives

Actively understanding and managing culture is vital for achieving your strategic objectives, including creating the organisational strength to continuously evolve and remain competitive in the current landscape of disruption which is impacting all industries.

**If you align culture with strategic objectives, and connect business outcomes with your people's purpose, you will out-perform competitors and remain agile to change.**

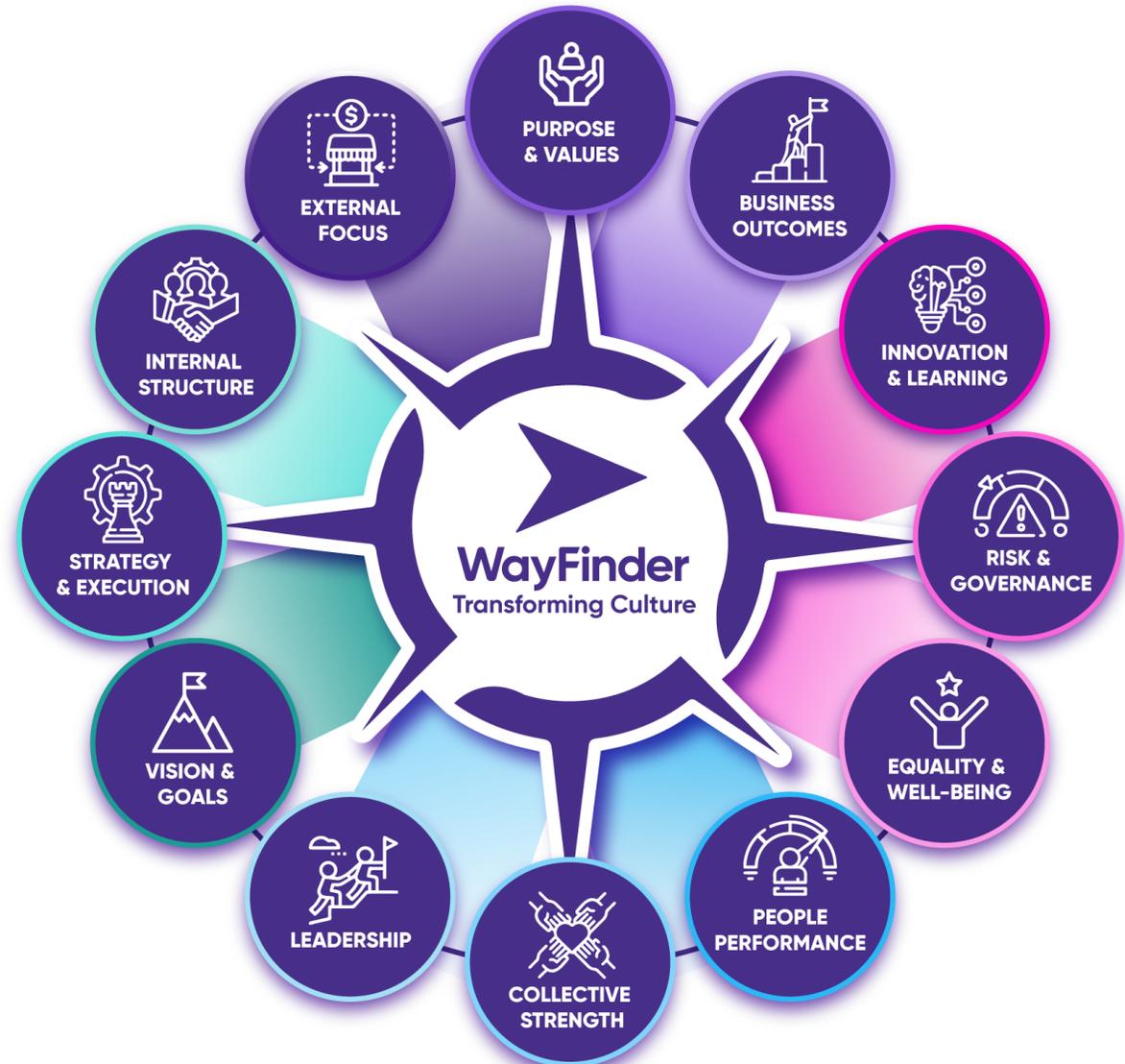


# What Is The WayFinder Approach?

## The WayFinder Approach:

- ✓ Builds real connection between business outcomes and your people's sense of purpose
- ✓ Accelerates culture change and performance objectives
- ✓ Provides a common language to support your conversations around culture

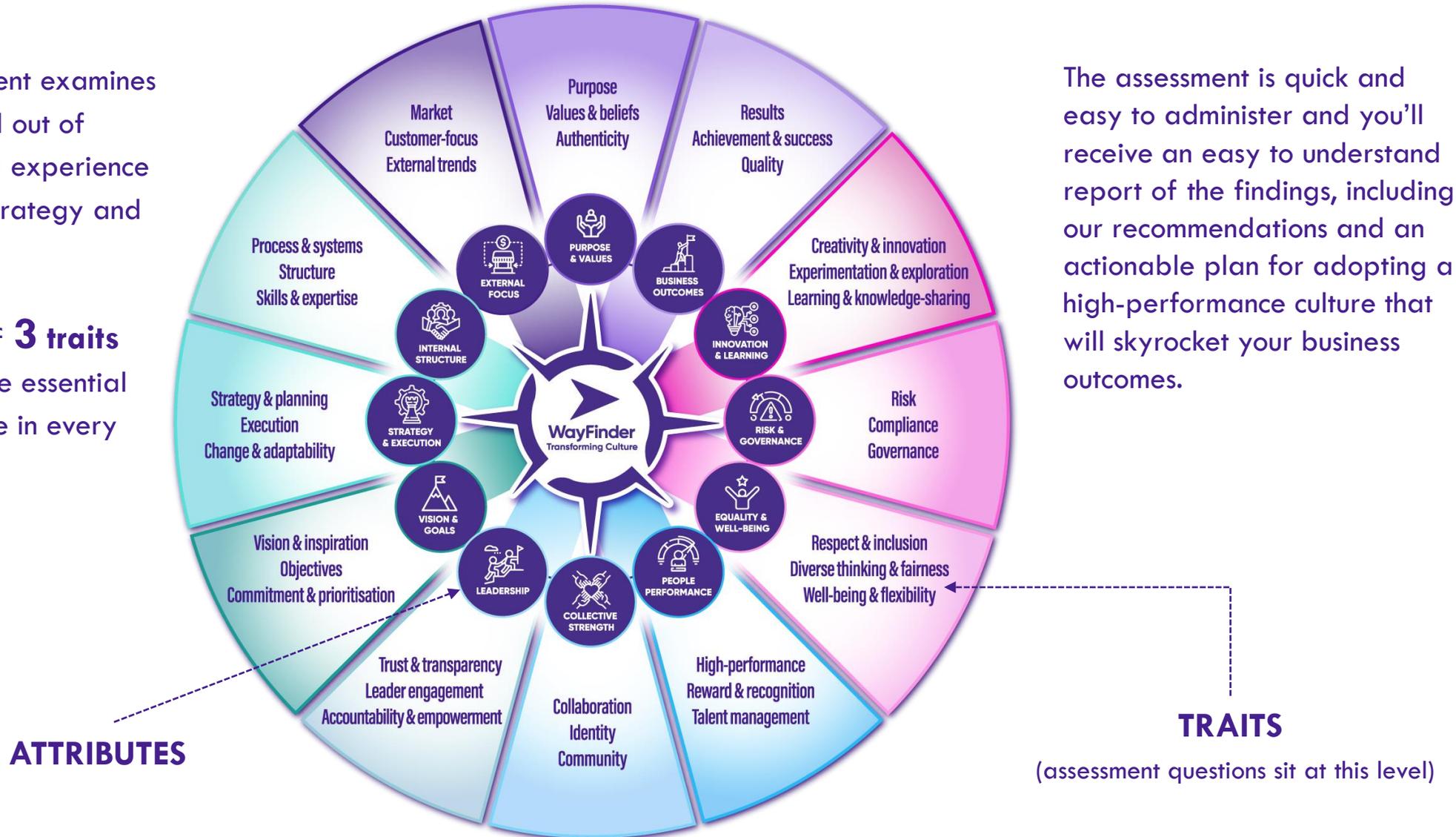
WayFinder is suitable for businesses of any shape and size – from start-ups to large corporations.



# How does WayFinder work?

The WayFinder assessment examines **12 attributes**, derived out of theoretical research and experience in the fields of culture, strategy and transformation.

Each attribute consists of **3 traits** that collectively cover the essential building blocks of culture in every business.



The assessment is quick and easy to administer and you'll receive an easy to understand report of the findings, including our recommendations and an actionable plan for adopting a high-performance culture that will skyrocket your business outcomes.

# How Does WayFinder Link to Business Success?

Most organisational diagnostic initiatives spend 80% of the investment gathering data and producing reports. The WayFinder approach focuses on driving real action against results and treats every step along the way as part of a deliberate experience in driving change.

**The WayFinder attributes examine ways of working across a breadth of elements which constitute the three core parts of an organisation's being:**



## **Business model**

(e.g., vision, strategy & products)



## **Operating model**

(e.g., organisation, technology & processes)



## **People**

(e.g., leadership, people development & customers )

Each of the elements above are linked within an ecosystem of interrelationships. You cannot examine one alone and assume it is the key driver of business success, since the whole is greater than the sum of its parts.

In a time of unprecedented change and disruption, ways of working need to be recognised in their entirety, ranging from the articulation of vision and strategy through to team behaviours on the ground. Organisations that fully understand all the elements that contribute to their culture will be the ones to harness its strategic influence.

**WayFinder  
enables a holistic  
understanding of  
ways of working that  
require focus and  
attention in support of  
your strategic  
objectives.**



# What Is The Value For Your Organisation?

## Rapid acceleration of transformation objectives through focus and alignment

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- ✓ In-depth **understanding of strengths and development areas across the entire breadth of your business model** in relation to effective ways of working and culture
- ✓ Real transparency as to where the opportunities, blockers and enablers are in order to **accelerate culture change**
- ✓ Ability to **discern where focus should be directed** in order to develop ways of working and a forward plan that are congruent with your goals
- ✓ **A radically different way to approach culture change that is entirely humanistic**, resulting in far less resistance to change and much greater engagement in taking the business forward



# Supporting Your Business in Any Context

Whatever your business context, WayFinder can help you identify where effort needs to be directed in order to grow from or change your culture.

Organisational context or agenda		Use of WayFinder	Other considerations
	<b>Growth &amp; Innovation</b> E.g. moving to a digital-focused strategy, or a new operating model	Create a set of hypotheses to test your growth plans and identify the ways of working that will be most critical to success (e.g. embedding a digital mindset alongside new technology).	Use your growth plans to create a compelling narrative for employees, engaging them in the WayFinder experience from the start to build excitement and a sense of opportunity. <b>We recommend the WayFinder Enhanced/Advanced packages for this*</b>
	<b>Compliance</b> E.g. demonstrating management of culture in relation to conduct risk	WayFinder can be used to assess culture alongside a conduct risk framework, demonstrating real breadth of assessment. Your WayFinder approach and outcomes should then be integrated with conduct risk reporting and governance processes.	The comprehensive WayFinder report of cultural strengths and recommendations is going to be a critical piece to demonstrate change or active management of culture over time to regulatory bodies. <b>We recommend the WayFinder Enhanced package for this*</b>
	<b>Celebrating success</b> E.g. identifying and building on strengths to sustain success	Confirm your strengths and identify new ones. Let your people know that they are doing a good job and reinforce positive behaviours, engagement and performance.	Use the WayFinder experience to build a journey that focuses on celebrating success and making employees feel appreciated. <b>We recommend the WayFinder Pulse package as a minimum for this*</b>
	<b>M&amp;A</b> E.g. understanding cultural risks to integration in an M&A transaction	In a transaction scenario we would recommend running the WayFinder approach for all parties involved and tailoring the diagnostic to focus on identifying potential risk areas with regards to achieving deal value.	The WayFinder end-to-end approach may need to be more extensive depending on the type of transaction and number/size of parties involved. <b>We recommend the WayFinder Advanced package for this*</b>
	<b>Behaviour &amp; Performance</b> E.g. improving behaviour or developing talent and leadership skills	Use baselining activities (e.g. health-check or leadership interviews/focus groups) to draw out the feedback that you need ahead of the assessment, supported by the right level of confidentiality as required.	If you are tackling potentially difficult behaviours we can plan an approach to elicit the feedback you need from employees in confidence. <b>We recommend the WayFinder Advanced package for this*</b>

\*See page 11 for more information on our WayFinder packages.

# Helping You Keep Your Culture In-Check



Your business' culture will evolve over time as a result of the interaction between your people, their engagement with you company values, and the systems/processes that enable everyday workflow.

Therefore, it is essential that you continue to take the 'pulse' on your culture and protect the core elements of it so as to sustain high performance all year-round.

## **The WayFinder Pulse package will enable you to:**

- ✓ Conduct a light-touch assessment of your culture- *recommended twice yearly*
- ✓ Assess current engagement levels with your core values
- ✓ Identify where you need to focus efforts to sustain and develop your culture

# Choose The Solution That Works For You

WayFinder Packages:	WayFinder Pulse: <i>Culture Health-Check</i>	WayFinder Essential: <i>Culture Assessment</i>	WayFinder Enhanced: <i>Culture Action-Planning</i>	WayFinder Advanced: <i>Culture Development</i>
<b>Best suited for:</b>	Businesses of any size keen to keep a regular 'pulse' on culture	Small – medium businesses interested in an audit of culture without additional support	Medium – large businesses interested in building/changing culture	Medium – large businesses interested in building/changing culture and employee development
A WayFinder culture health-check including an organisational values engagement assessment ( <i>package includes 2 health-checks which we'd recommend completing within the same year</i> )	✓			✓
Analysis of existing cultural indicators (e.g. current business vision and strategy, organisational values, key performance and HR metrics)		✓	✓	✓
WayFinder pre-assessment data collection (e.g. leadership interviews and employee focus groups)			✓	✓
Implementation of the WayFinder culture assessment		✓	✓	✓
WayFinder culture assessment report (includes detailed breakdown of findings, identification of organisational strengths and weaknesses, and recommendations for cultural improvement)	✓ <i>(summary of key findings and recommendations only)</i>	✓	✓	✓
Support with communicating findings and recommendations from the WayFinder report*			✓	✓
Support with creating a plan of action for the business to take forwards based on the WayFinder report*			✓	✓
Design and implementation of an employee culture training programme*				✓
<b>Price:</b>	<b>£2,500</b>	<b>£5,000+</b>	<b>£10,000+</b>	<b>£20,000+</b>

\* Size and scope of support required may impact cost.

All prices displayed are exclusive of VAT. The prices displayed for WayFinder Essential, Enhanced, and Advanced are starting prices. The final price will be dependant on the overall size and needs of your business.

# What Does The WayFinder Experience Involve?\*



## Discovering the present



## Building for Growth

EXAMPLE ACTIVITY

- Defining your success criteria and creating a baseline view of the present through the following:
  - Define what success looks like for you
  - Desktop analysis of business-relevant documentation
  - Leadership interviews / employee focus groups
  - Implementing the WayFinder assessment
- Creating the 'story' for employees – building a compelling communications narrative and plan

EXAMPLE OUTCOMES

- ✓ Targeted project outcomes in support of your strategic objectives
- ✓ Alignment and commitment towards the project purpose
- ✓ Assessment of culture through personal interviews/employee focus groups + in-depth WayFinder assessment to drive support and engagement for understanding and building on culture

- Sharing your WayFinder insights, including:
  - Detailed breakdown of attribute and trait WayFinder scores, as well as interview insights to build a clear picture of your existing culture
  - **Highlighting the cultural strengths of your business**
  - **Identifying where focus and attention are required for growth/transformation**
- Building your culture roadmap: a ready-to-execute plan with prioritised activities and a clear timeline for delivery

- ✓ A holistic view of the culture within your business, combining qualitative and quantitative data
- ✓ Clear plan to execute transformational change, centered around building and developing the core strengths of your business
- ✓ Prioritised activities to create immediate impact
- ✓ Support with communicating the implications to your business stakeholders

\*The exact project activities and outcomes will vary based on the WayFinder package you chose and your business needs.

# A Closer Look Into the WayFinder Report

As part of your WayFinder experience, you will receive a comprehensive culture report which includes a detailed breakdown of findings from the WayFinder assessment, along with recommendations and immediate next steps aligned to the business outcomes you've set out.

**WayFinder: Your Results**

**Interpreting Your WayFinder Results**

Your WayFinder results can be examined from a number of different perspectives which aim to provide you with valuable insight into your organisation's culture.

- Attribute Scores**  
For each attribute, a score is presented providing an overall view of efficacy into a particular aspect of your organisation's culture. Attribute scores have been calculated by averaging the percentage of people who responded positively across the attributes' corresponding traits.
- Trait Insights**  
Each attribute score is accompanied by three trait insights. If a score for a certain attribute surprises you, take a look into its corresponding trait insights to enhance your understanding of what's behind an overall attribute score.
- High & Low Scores**  
High and low scores allow you to understand the most dominant aspects of your organisation's culture, the opportunities for development and improvement, as well as any areas of concern.
- Cultural Strength Score**  
The overall results will allow you to where transformation is needed to.

**Your Culture**

John Smith Ltd is an incredibly creative, passionate and hard-working organisation, comprised of like-minded individuals who come together to nurture and protect a motivating, fun, and above all, friendly working environment. The high-paced and varied day-to-day work inspires commitment to the mission and purpose of the business. Together all of these factors contribute to the outstanding quality of work that John Smith Ltd consistently delivers to its clients.

**Your overall culture is:**

**77% POSITIVE**

Your culture is: **Inspiring & Strong**

**Attribute 11: Looking In**

The 'looking in' attribute explores the extent to which processes, structure and capabilities are sufficiently supporting you to meet strategic objectives.

Trait Insights: High & Low Score

**Attribute 6: Performance**

The 'performance' attribute explores your organisation's ethos with respect to high performance expectations, remuneration, and talent management practices.

Trait Insights: High Performance

**Develop for Progress: Our Recommendations**

Opportunities for growth	Why is this important?	Our recommendations
Clarify & develop the strategy	While the overall vision and purpose of the business is clear, there is less understanding around how these translate into a plan or strategy for the next 1-5 years.	<ul style="list-style-type: none"> <li>Conduct a SWOT* analysis within the leadership team and articulate the core business objectives for the next 1-3 years.</li> <li>Work through the requirements, responsibilities, dependencies, timeframes and risks associated with your business objectives.</li> <li>Consider how to share this view across the team to inform business planning activity.</li> </ul>
Consider streamlining & standardisation for greater impact	Opportunities can be better captured when the team is clear on the strategic objectives of the business, and what's required of them as individuals to deliver them.	<ul style="list-style-type: none"> <li>As part of this exercise, it might also be valuable to capture/document where activity was highly effective to both old any standardisation efforts, as well as for team development purposes to ensure things that work are repeated and leveraged correctly.</li> </ul>
Formalise performance & personal development efforts	This exercise will assist with long and short-term business planning, and enables better alignment of employee objectives to business goals.	<ul style="list-style-type: none"> <li>Consider dedicating further time to evaluate the end-to-end design process to identify where efficiencies could be made with regards to process and standardisation.</li> <li>Set performance objectives that align with the business strategy.</li> </ul>

**What Can You Focus on Next?**

- Clarify & develop the strategy → Conduct a SWOT analysis within the leadership team → Articulate the core business objectives for the next 1-3 years
- Consider streamlining & standardisation for greater impact → Evaluate the end-to-end design process → Capture process and standardisation efficiencies
- Formalise performance & personal development efforts → Translate values into formal behaviours → Set performance objectives that align with the business strategy

*We are happy to assist John Smith Ltd with any aspect of the above*

*If you don't manage culture, it will manage you...*



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