CULTURE PARTNERS

The State of *Culture*:
New Research Reveals Oft-Conflicting Attitudes On A Core Topic

From January to March 2023, we surveyed professionals of all levels (n=150) across multiple industries about their cultures, their confidence in those cultures, and general organizational success. The questions about culture were open-ended, but we coded responses and analyzed them quantitatively. The results paint a hopeful, if conflicting, picture.

General confidence in culture and organizations is high

I am confident in the future of my organization's culture
55% Agree

My organization is on track to meet its goals
60% Agree

We asked respondents specifically about elements of their culture and the experience of working there; that's reflected in the first statement. 'On track' to meet goals refers to financial successes 1-2 quarters out.

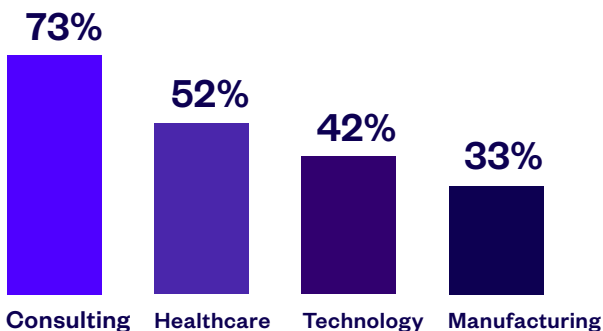## But these results…vary dramatically by job level

Executives are clearly much more confident in culture than managers and ICs. That seems to be because managers are more overburdened by the daily crash of meetings, calls, and deliverables — and might not experience the culture the same way.
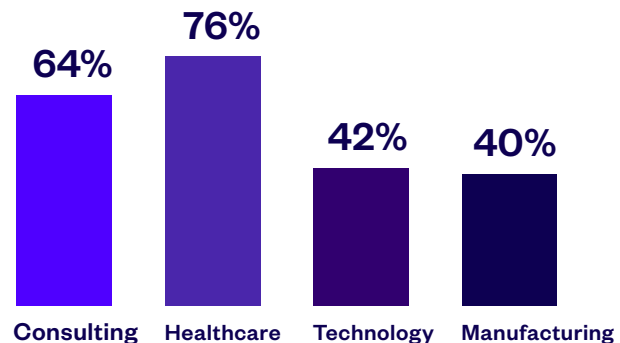
Confidence in Culture by job level

Executives	Managers	Individual Contributors
62%	42%	45%
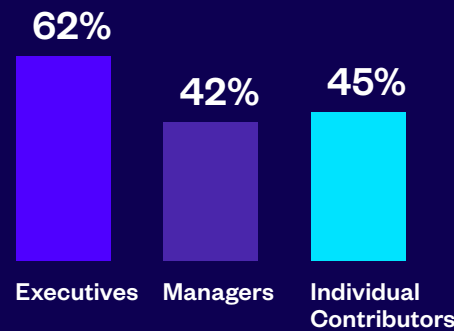
Culture confidence also varies widely by industry

Confidence in Culture by Industry

Consulting	Healthcare	Technology	Manufacturing
73%	52%	42%	33%

On Track to Meet Goals by Industry

| Consulting	Healthcare	Technology	Manufacturing
64%	76%	42%	40%

Technology was the industry most associated with culture in the 2010s, but here technology has a 58% disagreement with the strong culture statement. (We conducted this survey during massive tech layoffs.) And despite repeated policymaker claims to reinvest in manufacturing, that sector does not seem confident in either internal culture or ability to meet goals.

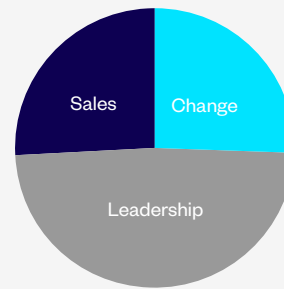## The Biggest Impact to our Organization's Culture by Role

Executives
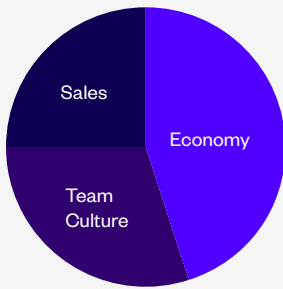
Managers
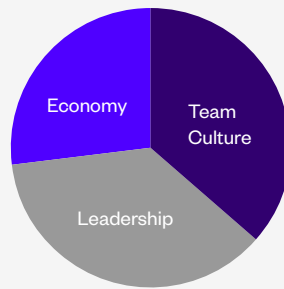
Individual Contributors

The Culture Accountability Hot Potato

1. Executives identify "team culture" as the primary input of culture. Managers point to both executives and team below them, while ICs point up to leadership.

2. Oddly, many listed "team culture" as an input to "culture," which could speak to a fundamental misunderstanding of what culture should and can be.

The big picture takeaway

Leaders always tell us: "I understand culture matters, but I don't know how to operationalize it." These survey results underscore confusion about even the very definition of "culture" — and a lack of confidence in it across several sectors.

It's possible to operationalize culture just as you would strategy. But it requires:

- A personalized approach
- An understanding of your existing business and talent
- A consistent process, tweaked over time
- A constant tie back to business goals and fiscal metrics
- Embedded accountability

This is where Culture Partners helps organizations. We create cultures that mean business by helping you to unleash the power of your culture for long-term financial success.

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