

Essentials Culture Diagnostic Report

An Example



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2025**

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**Award of Merit
2025**

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Culture Diagnostic Report: Introduction

The following pages contain insights and visualisations based on the data gathered through RightTrack's Culture Diagnostic Survey. A summary of key insights is presented before each page of figures, and each figure is numbered to help with easy identification. Data has been aggregated to a level that no individual can be identified. In any categories where the count is less than 11, the category has been omitted from the report but included in the aggregated totals.

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Introduction to Your Culture Data

The summary data suggests a focus on collaboration, inclusivity, and professionalism within the organisation's culture. However, it also shows that there might be a disparity in the perception of the culture across different roles, with Business Support reporting a higher positivity rate compared to Finance.

The BRAVE pillars highlight areas where the culture is doing well (Belonging and Approach) and others where there may be room for improvement (Role Models and Values) which we will explore in more detail throughout the report.

(1) % Positive overall by role (count of responses shown on the right)



(2) % Positive by BRAVE pillar



(3) Words used to describe the culture

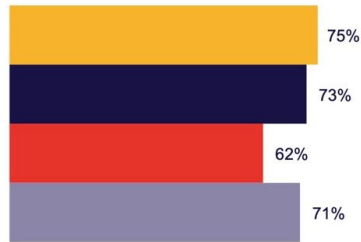


BELONGING

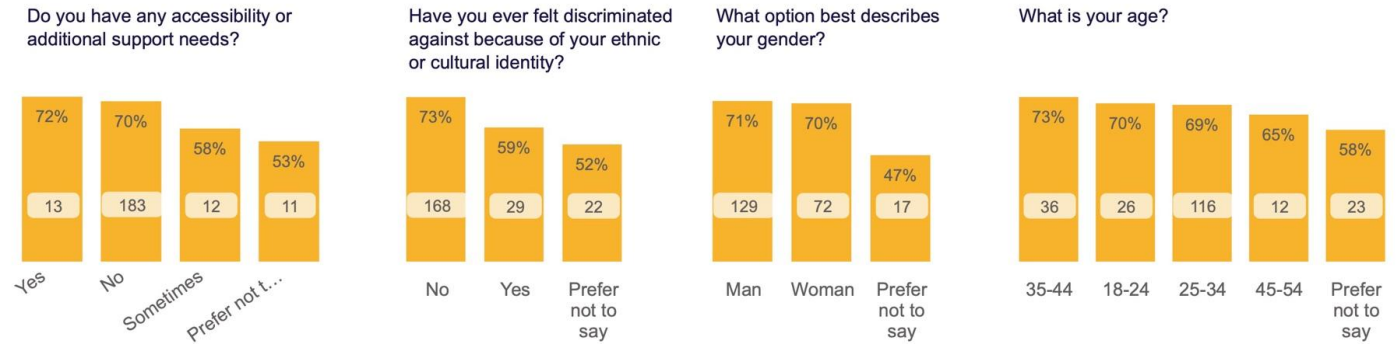
Embracing diversity and nurturing a culture of inclusion
where all people feel engaged and valued



(4) % positive by role - Belonging overall

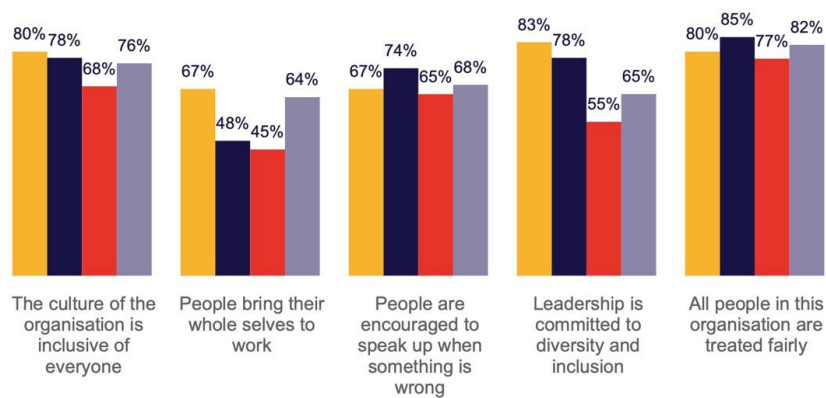


(5) % positive by demographic breakdown (count per category shown in center of bar) - Belonging overall

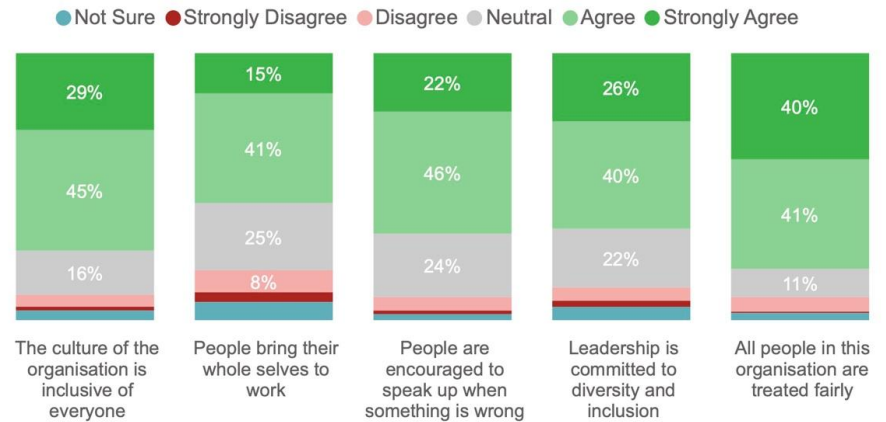


Please note: for demographic statements, any categories where the count is less than 11 are excluded from the report.

(6) % positive by role and Belonging statement



(7) breakdown of responses by Belonging statement



Which option best describes your role? ● Business Support ● Executive and above ● Finance ● Management

Comments About 'Belonging'

Diversity and Inclusion Efforts

Employees acknowledge the company's intention to create an inclusive culture, respecting diversity and aiming for meritocracy. Efforts towards diversity in recruitment and policies aimed at including all races, genders, and sexual orientations are mentioned, along with the existence of affinity groups and support for personal circumstances, such as maternity leave.

Challenges in Remote Work and Belonging

The remote work environment poses challenges to feeling connected and belonging within the organisation. Limited social contact with co-workers and the nature of busy project schedules make it difficult for employees to feel integrated, despite the company's efforts to foster belonging and inclusion.

Concerns Over Leadership and Actions

There's scepticism about the leadership's commitment to diversity and inclusion, with some comments indicating a gap between stated policies and actual behaviour, particularly regarding the visibility of diversity in leadership roles and the frequency of D&I committee communications. Additionally, there are concerns about the treatment of feedback and reluctance to criticise managers within the review system.

Isolated Incidents and Systemic Issues

While there is a general sense of inclusivity, isolated incidents of unconscious bias and structural issues have been reported, including discrimination, lack of support in speaking up, and a toxic environment in specific teams. These incidents suggest a need for more consistent application of D&I principles and better support mechanisms.

Variations by Location and Role

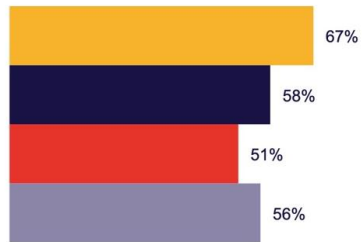
Experiences of inclusion and belonging vary significantly across different offices, geographical locations, and job roles within the company. Some locations and teams have a more advanced understanding and implementation of D&I initiatives, while others, particularly in support roles, feel more included in the company's efforts.

ROLE MODELS

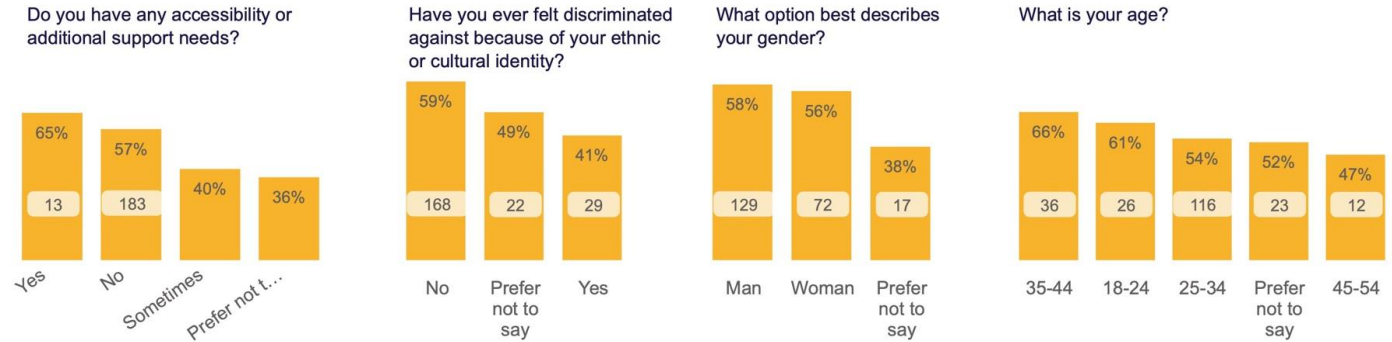
Developing leadership teams and champions who can drive
a growth mindset and role-model great practice



(8) % positive by role - Role Models overall

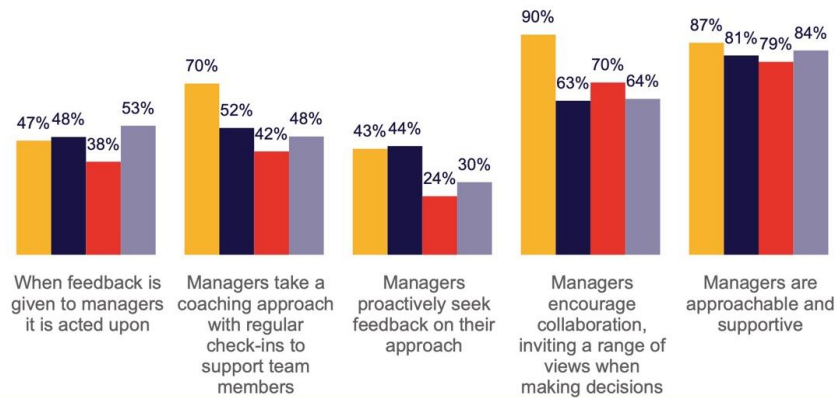


(9) % positive by demographic breakdown (count per category shown in center of bar) - Role Models overall

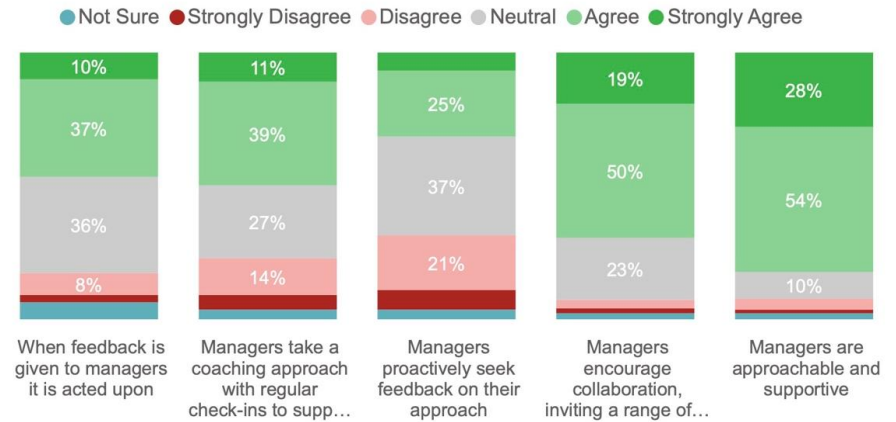


Please note: for demographic statements, any categories where the count is less than 11 are excluded from the report.

(10) % positive by role and Role Models statement



(11) breakdown of responses by Role Models statement



Which option best describes your role? ● Business Support ● Executive and above ● Finance ● Management

Comments About 'Role Models'

Managerial Styles Vary Widely

Employee experiences with managers at the company vary significantly, with some managers being proactive and coaching-oriented, while others are more reactive or not approachable. This inconsistency affects the level of support and feedback provided to team members, making it challenging to generalise about managerial effectiveness across the organisation.

Limited Feedback Mechanisms

There is a noticeable lack of structured opportunities for providing upward feedback, with many employees noting that they are rarely asked for feedback on management or their approach. When feedback mechanisms exist, such as end-of-year reviews, they are often perceived as superficial and not conducive to meaningful change.

Cultural and Hierarchical Differences

Employees observe a cultural divide within the company regarding management styles, particularly noting that senior positions (Vice President and above) are less receptive to feedback and change. This resistance at higher levels creates a sense of inertia, making it difficult to address and improve managerial behaviours and team dynamics.

Role of Coaches and Diversity in Teams

The role of coaches in supporting career development and providing guidance is highlighted as inconsistent, suggesting a need for a more structured and impactful approach to mentoring. Additionally, there's a call for ensuring diversity within teams, including women in senior roles, to foster a more inclusive and supportive working environment.

Feedback on Managerial Support and Development

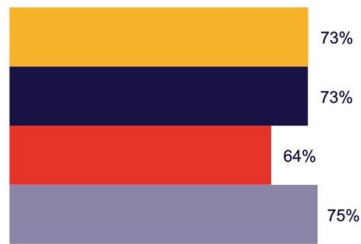
While there are instances of managerial support and concern for employee welfare, many employees feel neglected in terms of their development and career growth. Instances of unfair treatment, lack of developmental support, and a general culture that does not prioritise feedback or accountability for managers are significant concerns. This indicates a broader need for the organisation to reassess and reinforce its commitment to nurturing a supportive, feedback-oriented culture among managers.

APPROACH

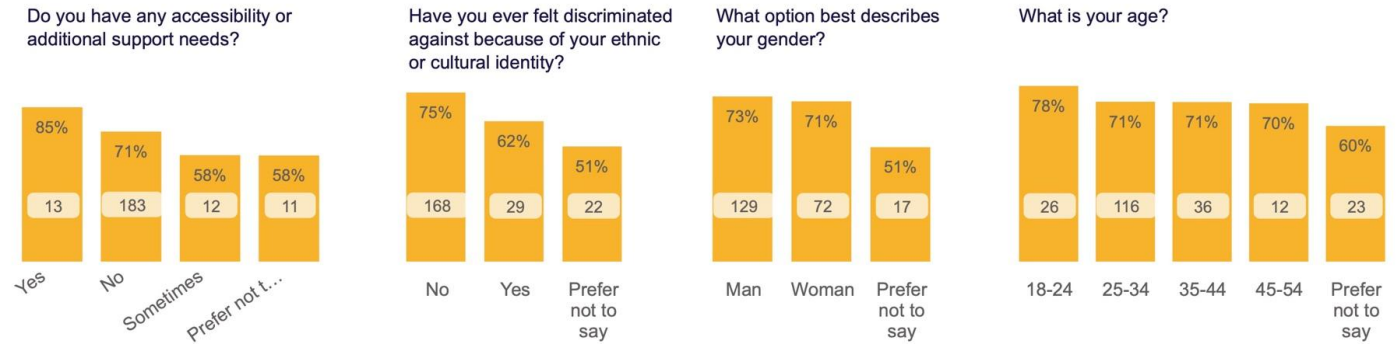
Ensuring policies, processes and comms support your strategy
and align with contemporary best practice



(12) % positive by role - Approach overall

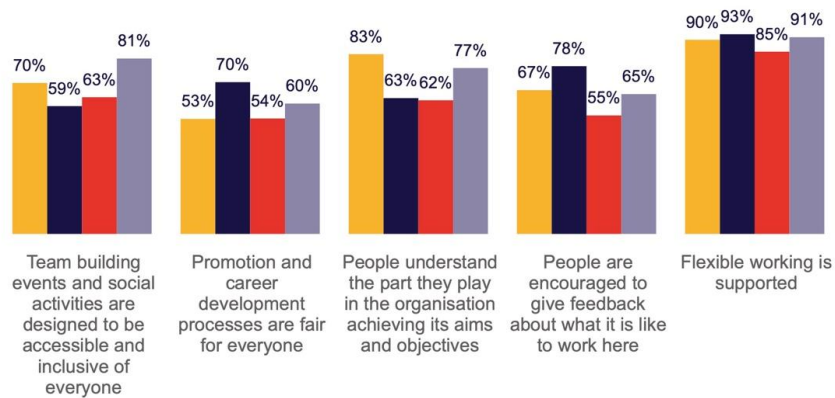


(13) % positive by demographic breakdown (count per category shown in center of bar) - Approach overall

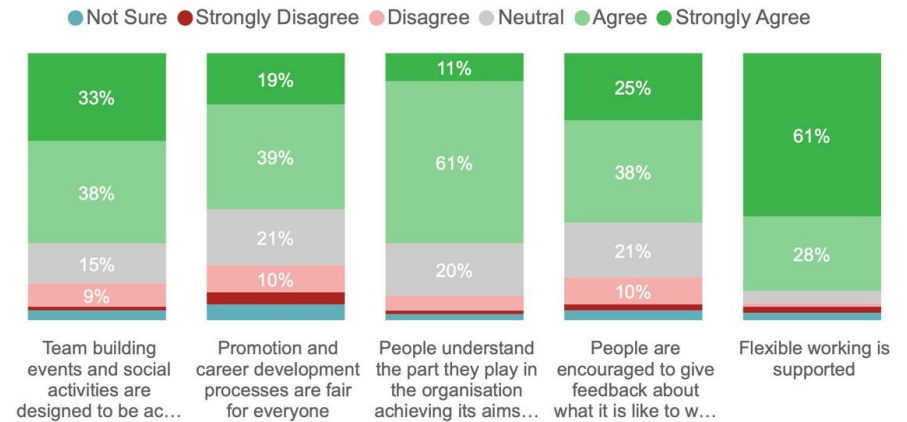


Please note: for demographic statements, any categories where the count is less than 11 are excluded from the report.

(14) % positive by role and Approach statement



(15) breakdown of responses by Approach statement



Which option best describes your role? ● Business Support ● Executive and above ● Finance ● Management

Comments About 'Approach'

Social Activities and Inclusivity Concerns

Employees have raised concerns about the inclusivity of social activities, noting a heavy emphasis on events centred around drinking, which may not be accessible or enjoyable for everyone. Suggestions include diversifying the types of social activities to be more inclusive of those who do not drink.

Feedback and Surveys

There is a perception among employees that while the company makes efforts to collect feedback, such as through HR surveys, there is a lack of transparency regarding the results and a noticeable gap in actionable follow-up. This has led to scepticism about the effectiveness of giving feedback, especially in smaller offices where surveys may not feel anonymous.

Promotion and Career Development

The process for promotions is viewed as opaque and possibly unfair, with factors such as tenure with a manager or team and relationships with coaches influencing progression more than merit or performance. There's a call for more transparency and fairness in how promotions and career development opportunities are handled.

Flexible Working and Work-Life Balance

Experiences with flexible working arrangements vary, with some employees feeling supported in their needs for flexibility, while others, especially at junior levels, report a lack of flexibility and an expectation to be available outside of standard working hours.

Team Building and Case Allocation

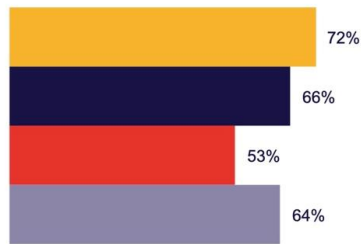
The approach to team building and case allocation is critiqued for lack of clarity and engagement across different levels of the organisation. Junior employees in particular feel disconnected from senior colleagues, suggesting a need for more inclusive and diverse approaches to team building and socialising, as well as clearer pathways for meaningful work experiences and development.

VALUES

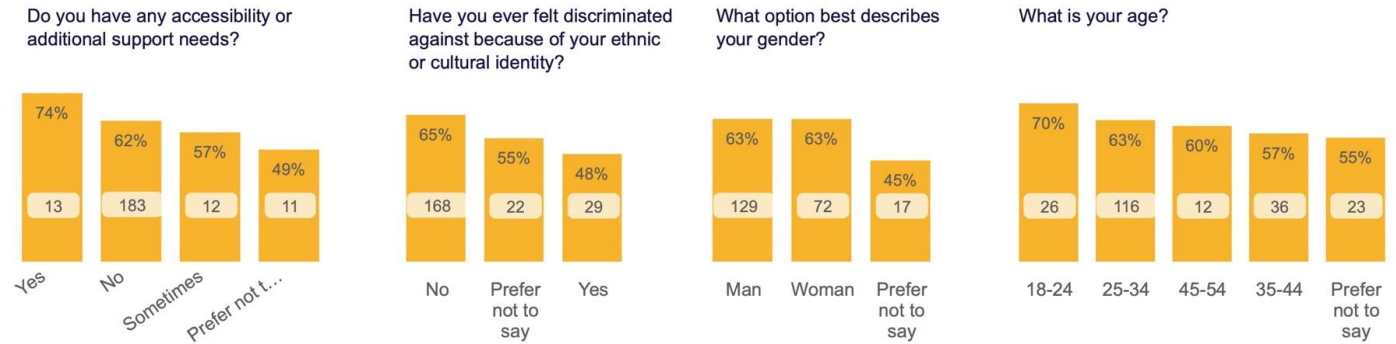
Embedding values and aligning behaviours that will drive your organisation and people towards your overarching goals



(16) % positive by role - Values overall

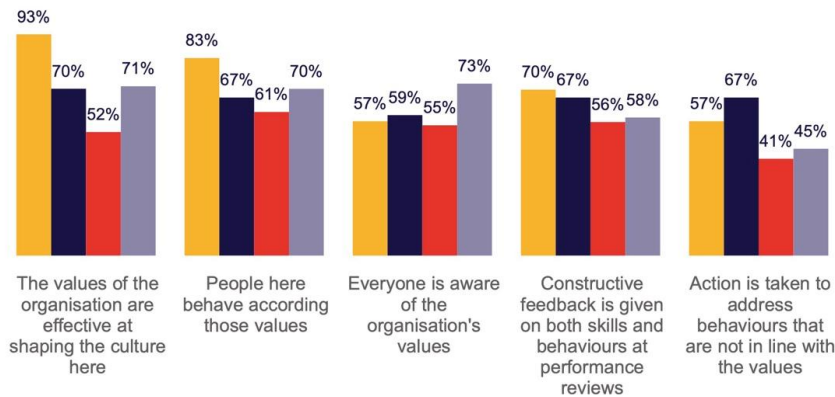


(17) % positive by demographic breakdown (count per category shown in center of bar) - Values overall

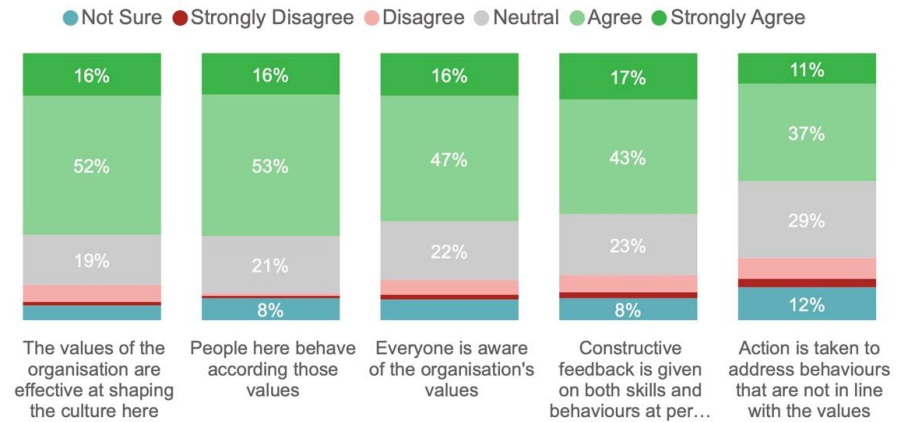


Please note: for demographic statements, any categories where the count is less than 11 are excluded from the report.

(18) % positive by role and Values statement



(19) breakdown of responses by Values statement



Which option best describes your role? ● Business Support ● Executive and above ● Finance ● Management

Comments About 'Values'

Lack of Clarity and Communication of Values

Employees express concerns over the organisation's values not being clearly set or communicated, leading to uncertainty about what the core values are and how they should influence behaviour within the company.

Discrepancies in Upholding Values

There's a perception that individuals with questionable leadership skills or those who do not align with the company's stated values can still progress within the organisation. This situation can be discouraging for other employees and threatens the integrity of the company's culture.

Inconsistency in Accountability and Feedback

Feedback, especially upward feedback, is not consistently taken into account during performance reviews, and there is concern over the confidentiality and impartiality of the feedback process. Employees feel that actions are seldom taken against behaviours that conflict with organisational values, particularly when individuals are adept at navigating internal politics.

Impact of Senior Leadership on Culture

The behaviour and values of senior staff, especially at the EVP level, are seen as key drivers of the organisational culture. However, there are reports of toxic behaviour by high-level managers not being adequately addressed, which undermines the stated values of the organisation.

Desire for Improvement and Alignment with Values

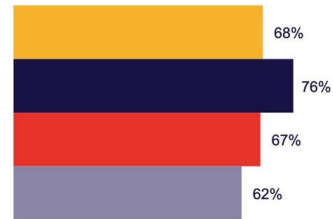
While there is acknowledgment of the organisation's efforts to promote values and the existence of strong values embraced by some, there is a call for more effective promotion and living of these values across all levels. Employees seek a culture that encourages open communication, constructive criticism, and immediate feedback to better align individual actions with organisational values.

EDUCATION

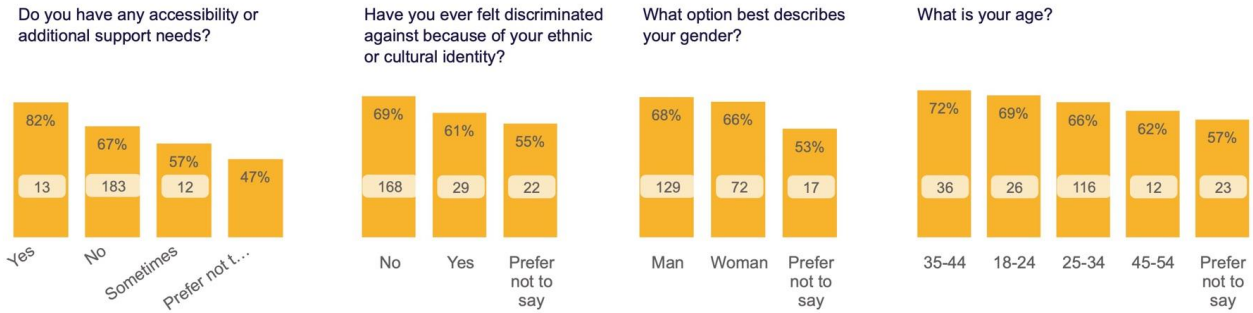
Implementing structured training and informal learning opportunities that develop and maintain exceptional teams



(20) % positive by role - Education overall

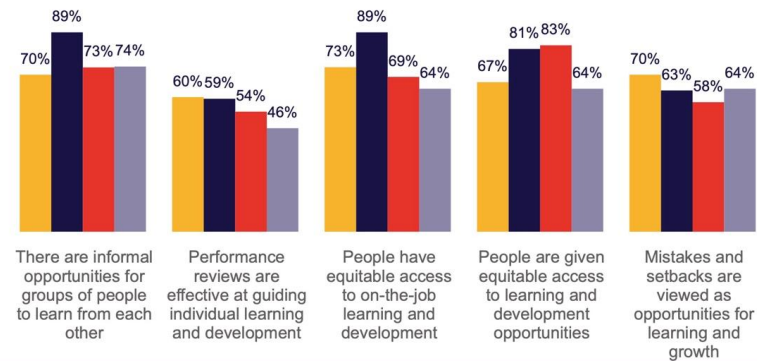


(21) % positive by demographic breakdown (count per category shown in center of bar) - Education overall

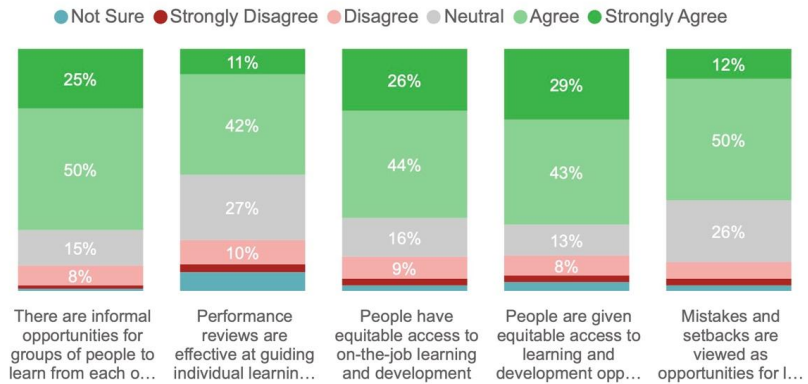


Please note: for demographic statements, any categories where the count is less than 11 are excluded from the report.

(22) % positive by role and Education statement



(23) breakdown of responses by Education statement



Which option best describes your role? ● Business Support ● Executive and above ● Finance ● Management

Comments About 'Education'

Inequitable Access to Learning Opportunities

Employees across different teams and locations experience varying levels of access to learning and development opportunities, with some teams, like the energy team, feeling they have fewer opportunities compared to others, such as the competition team. This disparity is exacerbated by remote work challenges and language barriers, limiting exposure to diverse projects and senior-level guidance.

Limited On-the-Job Training and Support

While there are resources available for self-directed learning, the lack of structured time and encouragement for training, especially in soft skills and leadership development, hinders personal growth. Juniors, in particular, report feeling stuck due to a lack of meaningful feedback and opportunities to take on more responsibility or diverse roles.

Performance Review and Feedback Concerns

The effectiveness of performance reviews in guiding individual learning and development is questioned, with processes described as slow, cumbersome, and sometimes completed under time pressure, leading to feedback that may not be comprehensive or timely enough to be actionable. There's also concern about the lack of a 360-degree review process and the absence of mechanisms to ensure confidentiality and impartiality in feedback.

Culture Around Mistakes and Learning

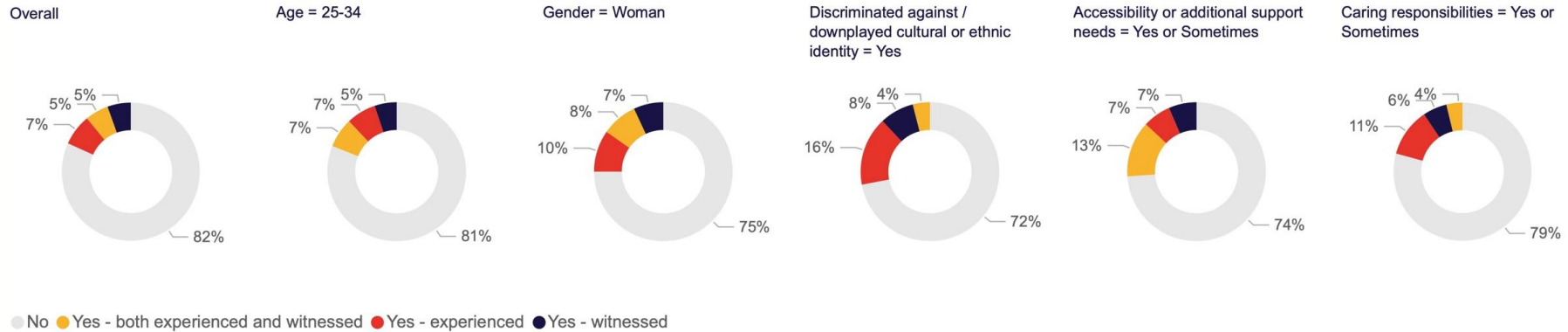
A blame culture around mistakes rather than viewing them as learning opportunities is reported, which varies significantly between managers and teams. This culture can inhibit open discussions about errors and learning from them, impacting personal and team development.

Suggestions for Improvement

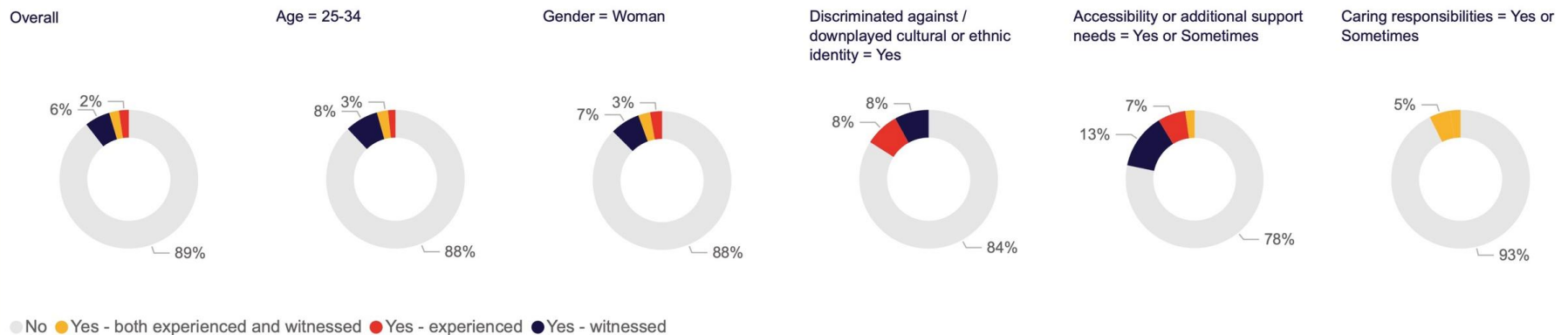
Employees suggest more equitable and structured approaches to allocating learning opportunities, improving the performance review process to make it more immediate and relevant, and creating an environment where mistakes are openly discussed and learned from. Additionally, there's a call for more inclusive training sessions that consider support staff and provide equal access to all, regardless of their role or location within the company.

Conduct – Comments and Language

(24) In the last 12 months, have you witnessed or been the target of any comments or language that made you uncomfortable?

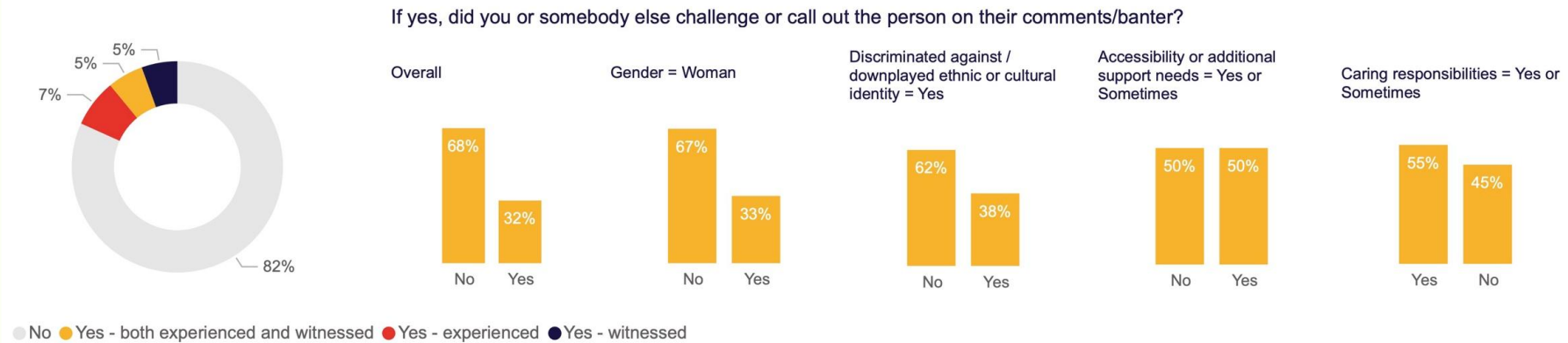


(25) Have you witnessed or experienced any discrimination, harassment or bullying at work in the last 12 months?

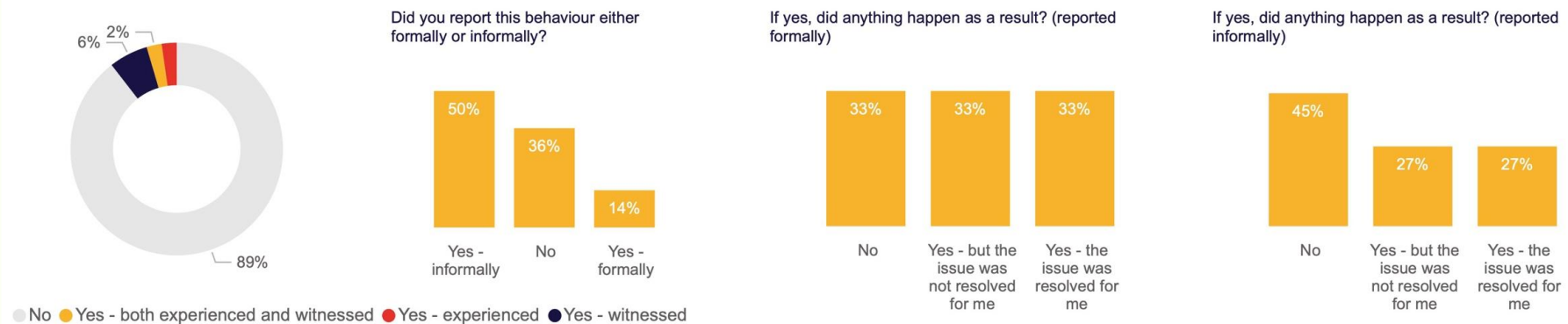


Conduct – Discrimination and Harassment

(26) In the last 12 months, have you witnessed or been the target of any comments or language that made you uncomfortable - responses



(27) Have you witnessed or experienced any discrimination, harassment or bullying at work in the last 12 months - responses



Comments About Conduct

Reporting Issues Feels Ineffective

Employees often feel it's not worth reporting minor or witnessed issues due to a lack of visible action or change following complaints to Human Resources or higher-ups. This includes instances of unfair treatment, passive-aggressive behaviour from managers, and insensitive remarks, leading to a perception that the organisational response to such issues is inadequate.

Concerns About Discrimination and Inclusion

There are reports of subtle negative behaviours and microaggressions that suggest a lack of true inclusivity, despite diversity in hiring. Employees express concerns over gender-based unfairness and a culture that may not fully embrace diversity, indicating a gap between the company's diversity initiatives and its everyday practices.

Feedback on Promotion and Conflict Resolution

Feedback from lower-level employees appears to be undervalued in decisions around promotions. Additionally, the approach to resolving conflicts often focuses on separating conflicting parties rather than addressing and correcting the behaviour of the offending individual, potentially allowing negative behaviour to continue unchecked.

Desire for More Structured Support and Openness

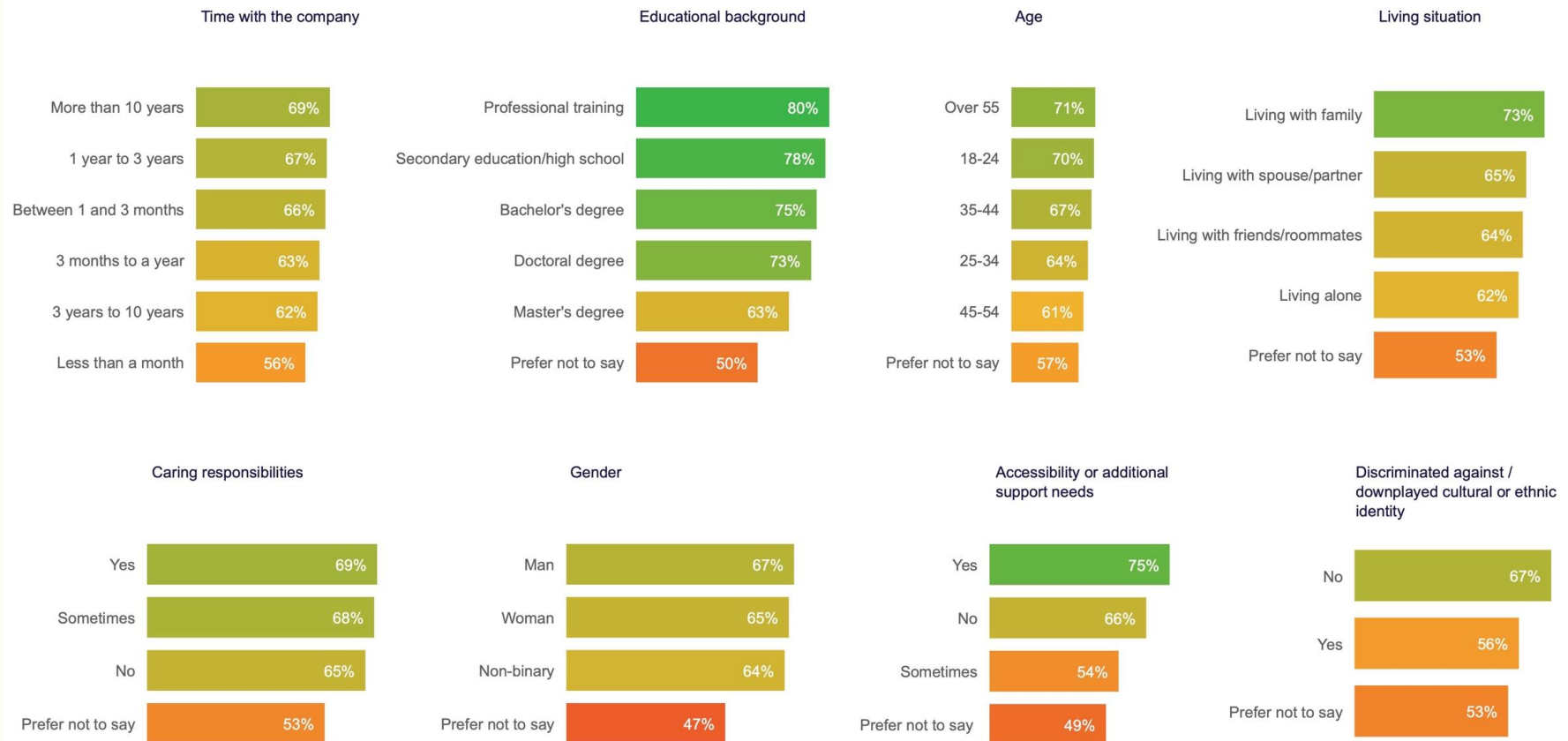
Employees suggest the need for more structured support for reporting issues, including the potential for anonymous reporting mechanisms to encourage more openness without fear of retaliation. There's also a call for senior management to model good behaviour, take training seriously, and lead by example in fostering a respectful and inclusive work environment.

Mixed Experiences with Workplace Culture

While some employees have positive experiences, noting respectful interactions and a professional environment, others report feeling excluded, encountering disrespectful language or jokes, and observing a lack of action against problematic behaviour. The variance in experiences points to an inconsistent workplace culture that may benefit from clearer policies, more consistent enforcement of values, and enhanced training on inclusivity and respect.

Demographic Breakdown

(28) % positive overall by complete demographic breakdown





Recommendations & Next Steps

Next Steps

This section aims to provide a range of suggestions and recommendations to support the Company's inclusive culture ambition. These recommendations are informed by the data collected and insights discovered through the culture diagnostic.

We believe that it is important to take a collaborative approach to inclusive culture initiatives. We wholeheartedly welcome feedback and remain open to making any necessary adjustments to these proposed next steps.

Tailored Recommendations

1. Managerial Consistency and Approachability:

The approach and response of managers to feedback, reporting of incidents, and general interaction with their teams are highly variable. Some managers are seen as supportive and open to feedback, while others are considered unapproachable or indifferent to junior staff concerns.

Leadership and Management Training:

- RightTrack can facilitate bespoke training sessions for managers, focusing on leadership skills, inclusive management, and responsive feedback techniques.
- Executive coaching may also be a consideration to support individuals with their inclusive leadership development.

2. Inclusivity and Microaggressions:

Despite efforts towards diversity, there are concerns about the inclusivity of the work environment, with reports of microaggressions and a lack of action taken against subtle forms of discrimination.

Inclusivity Workshops:

- RightTrack offer workshops on understanding and mitigating microaggressions, tailored to enhance awareness and build a genuinely inclusive workspace.
- For a deep dive into specific EDI challenges, our specialist diversity consultants are on hand to support with the design and implementation of targeted interventions.

3. Culture and Value Alignment:

There is a disconnect between stated organisational values and the lived experience of employees. This is reflected in the experiences of staff feeling that values are not effectively shaping the culture or driving behavioural expectations.

Value Alignment and Behavioural Expectations:

- RightTrack can support you in revisiting organisational values, crafting clear communication, and developing a reward/consequence system for value-aligned behaviour.

4. Feedback Mechanisms and Transparency:

There is a sentiment that feedback, especially upward feedback, is not effectively utilised in decision-making processes such as promotions. Additionally, there is a perceived lack of transparency and follow-through on reported issues, leading to a sense of dissatisfaction and mistrust.

Refined Feedback Systems:

- External Provider Potential – For the development of a robust IT platform to manage feedback, we suggest partnering with tech firms specialising in HR solutions.

5. Career Development and Opportunity Equity:

Access to learning and development opportunities appears to be uneven, with some groups feeling they have fewer chances to grow. This is exacerbated by instances where feedback for improvement is either not given, not actionable, or not considered.

Equitable Development Opportunities:

- External Provider Potential – Consider collaboration with educational institutes or online learning platforms for a broader range of course offerings that might be beyond our scope.

WE BELIEVE IN

BRAVE

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righttracklearning.com

