

+ LEVEL UP

LEAD LIKE A TOP WORKPLACE

P&C Masterclass Series

Part 1: Diagnose your Culture with Data



Housekeeping Items



**Chatbox
Feature**



**Q&A
Submission**



**Professional
Development
Credits**



**Session
Recording**



Key Topics

- ★ How to interpret key themes in your employee engagement data
- ★ Ways to spot strengths and opportunity areas
- ★ How to turn employee engagement data into leadership action



Poll #1



Your Panel for Today:



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I/O Psychology Advisor at
Bucketlist Rewards



FIRESIDE CHAT, BEKA TO STOP SHARING SCREEN



Diagnose your Culture with Data

Why Diagnosing Culture is Critical?

Stop Guessing

Culture drives retention and performance whether you manage it or not. Diagnosis turns guesswork into a plan. It's the difference between hoping for the best and actually getting results.

Bridge the Interpretation gap

Become a strategist! Most teams don't suffer from a lack of data; they suffer from a lack of insight. Diagnosing culture shifts the focus from being a "reporter" (stating what the score is) to being a "strategist" (understanding why it is happening and how to fix it).

Uncover "Hidden" Churn Risks

A score on a dashboard tells you how people feel, but it doesn't tell you if that feeling actually drives behavior. Proper diagnosis identifies why people are leaving or staying. This prevents you from wasting time on vanity metrics and helps you isolate the actual levers that keep people in their seats.

Target Leading Indicators

Turnover and absenteeism are lagging indicators. By the time they spike, the damage is done. Diagnosing leading indicators like recognition, belonging, and psychological safety provides the early warning signs needed to intervene months before people start leaving.

Solve the Bottleneck

Use diagnosis to find the single "must-fix" behavior that is actually dragging down the team. One targeted strike is more effective than a dozen random initiatives.

Data Gets You Buy-in

An employee's stated likelihood of leaving their organization, measured through survey questions assessing whether they have recently considered searching for a new job.

What is Culture?

Definition:

- ❖ The shared basic assumptions, values, and beliefs that characterize a setting/organization and are taught to newcomers as the proper way to think and feel.

Important Considerations:

- ❖ Culture is closely tied to organizational values.
- ❖ It takes time to build.
- ❖ It is hard to observe directly.
- ❖ If not managed properly, your people will create their own culture.



Culture VS Climate

Culture Definition:

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Important Considerations:

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- ❖ It takes time to build.
- ❖ It is hard to observe directly.
- ❖ If not managed properly, your people will create their own culture.

Climate Definition:

- ❖ The shared perceptions, attitudes, feelings, and current experiences that employees have about their work environment.

Important Considerations:

- ❖ The “mood” or atmosphere.
- ❖ Climate will influence culture over time.
- ❖ More fluid and changeable.
- ❖ Can improve quickly with targeted action.
- ❖ If not managed properly, you will observe drops in engagement, performance, and increases in turnover.

How to Measure Culture?

Leading Indicators (Drivers):

These are the "Inputs." If these scores drop, you can predict a problem is coming. Examples include:

- ❖ Psychological Safety
- ❖ Belonging
- ❖ Recognition Frequency/Quality
- ❖ Belief in Organizational Values
- ❖ Autonomy
- ❖ Manager Effectiveness
- ❖ Peer Relationships
- ❖ Mentorship

Lagging Indicators (Results):

These are the "Outputs." They tell you the current health of the organization. Examples include:.

- ❖ Satisfaction/eNPS
- ❖ Turnover (Intentions)
- ❖ Engagement (emotional commitment)
- ❖ Burnout
- ❖ Stress
- ❖ Absenteeism
- ❖ Exit Interview Data



Diagnose your Culture with Data

Let's Talk Surveys

What makes a good survey?



Define the Purpose

Define the survey's purpose: What do you want to uncover? What decisions will the data from the survey inform?

Keep It Short

Limit the survey to 10 to 15 questions. Shorter surveys drive higher response rates leading to more accurate insights.

Focus on Quality

Write clear, neutral questions with a single idea each. Avoid leading, double-barreled, or complex wording.

Design for Action

Use 5-point scales plus 1 to 2 open-ended. Include proven items (e.g., resources, opinions count, recommend company)

Ensure Anonymity

Make responses fully anonymous. Clearly state this upfront to promote honest feedback.

Common Survey Mistakes

Examples of Bad vs. Good Questions/Items

Mistake	Question/Item (Bad Example)	Fix (Better Question/Item)
Double-Barreled	How often do you receive recognition at work from leaders and peers?	How often do you receive recognition at work from a peer? (Peer recognition)
Leading	How fair do you find the recognition process in our supportive workplace?	I feel that recognition is distributed fairly in my organization. (Recognition Fairness)
Double-Negative	Do you disagree that our company is not a stressful environment?	How often do you feel stressed at work? (Stress)
Jargon	I feel psychologically safe at work.	I can take risks at work without fear of negative consequences. (Psychological Safety)
Assumptive	Do you agree that our inclusive culture makes everyone feel like they belong?	I feel a strong sense of belonging in my team. (Belonging)

Understanding Your Survey Data

Descriptive:

- ❖ What happened?

Diagnostic:

- ❖ Why did it happen?

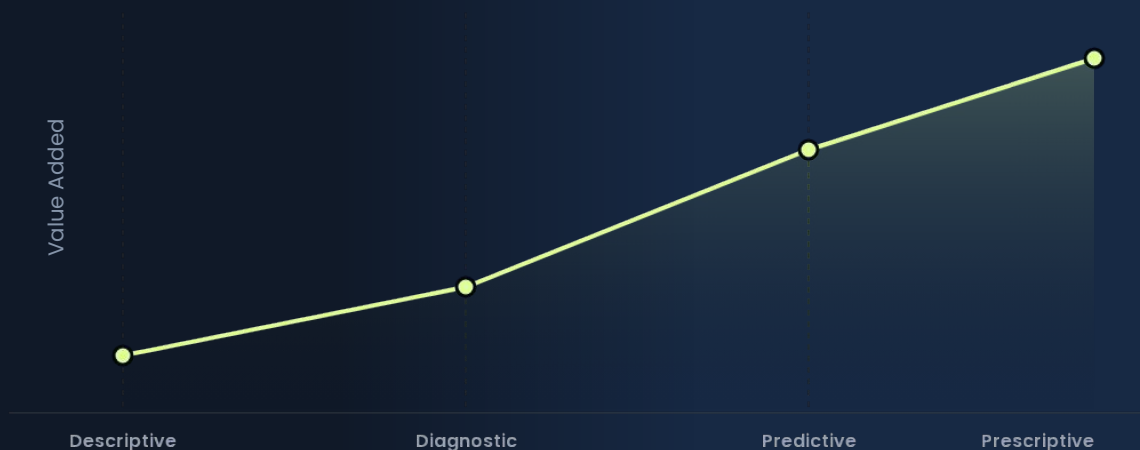
Predictive:

- ❖ What will happen?

Prescriptive:

- ❖ What Actions to take

THE ANALYTIC VALUE ESCALATOR



Example Using Recognition

Leader Recognition Frequency as Leading Indicators

Survey Questions:

- ❖ How often do you receive recognition at work from a manager, supervisor, or other leader?
- ❖ Options: Never | Once a year or less | Every few months | Once a month | A few times a month | A few times a week | Daily

Turnover Intention as Lagging Indicators

Question:

- How often have you seriously considered leaving your current job?
- ❖ Options: Never | Almost Never | Rarely | Occasionally | Regularly | Often | Very Often



Analytical Value Escalator: Descriptive

Average Score:

4.45

Out of 7

On average, employees are getting recognized by their leaders monthly.

Percentile

Rank:

78th

In terms of leader recognition, you are in the top 22% of companies.

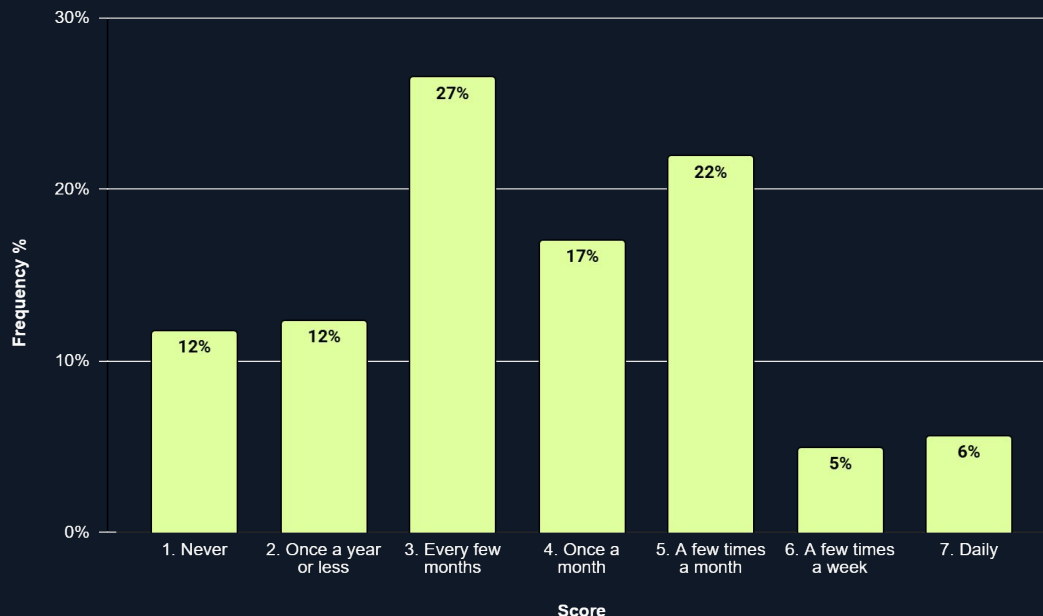
Percent Change

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Increase

Leader recognition increased by 4% compared to last year

How often do you receive recognition at work from a manager, supervisor, or other leader?



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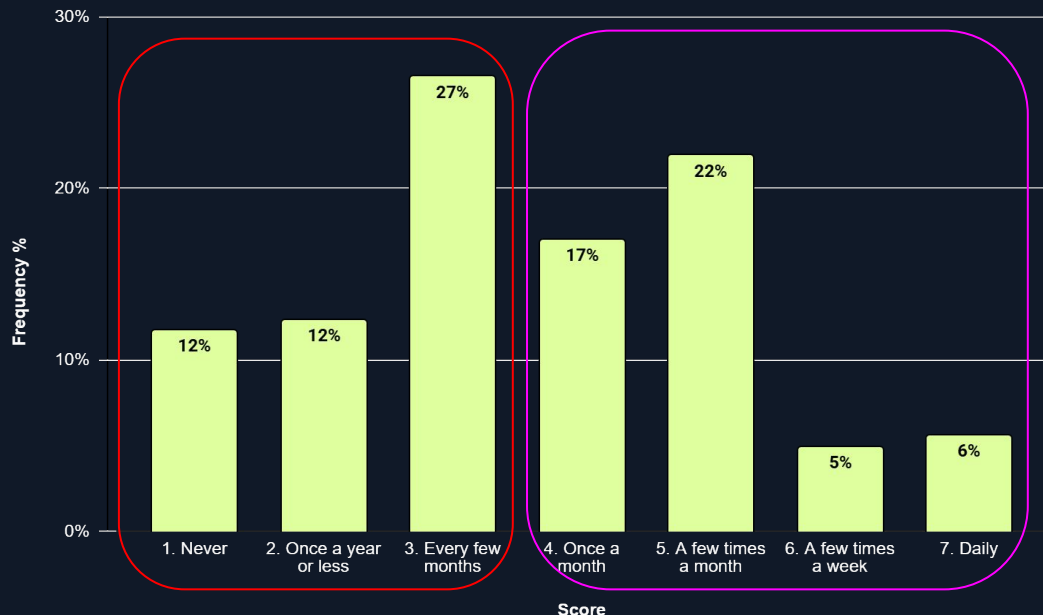
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Analytical Value Escalator: Diagnostic

Employees who get recognized by their leaders at least once a month are 38% less likely to leave.

Tie to financial data:

By increasing recognition by only 20%, you could save:

Low turnover (5%):

- ◆ \$17K saved per year (100 employees)
- ◆ \$172K (1,000 employees)

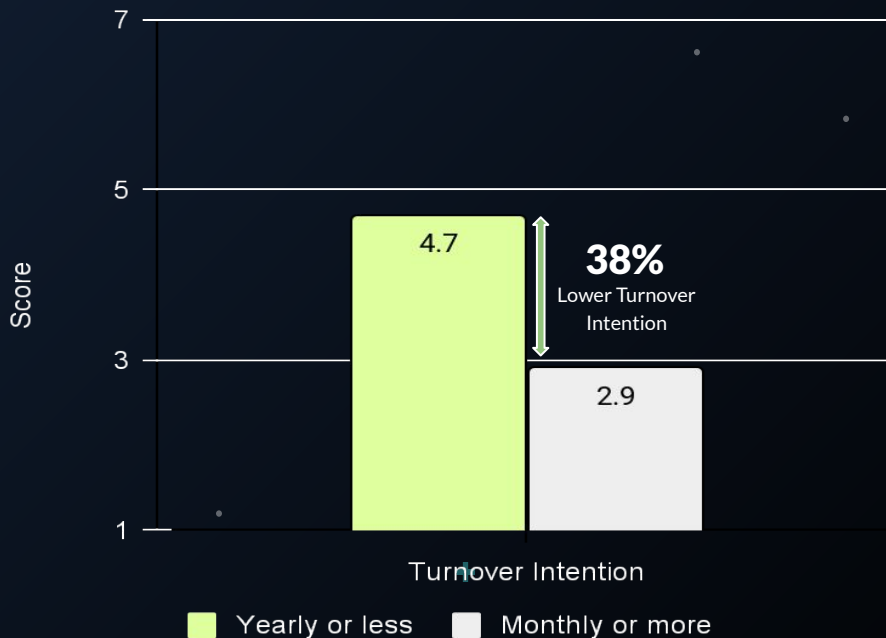
Average (13%):

- ◆ \$45K (100 employees)
- ◆ \$448K (1000 employees)

High turnover (30%):

- ◆ \$103K (100 employees)
- ◆ \$1M+ (1000 employees)

How often have you seriously considered leaving your current job?



Options: 1. Never | 2. Almost Never | 3. Rarely | 4. Occasionally | 5. Regularly | 6. Often | 7. Very Often

Feedback Poll

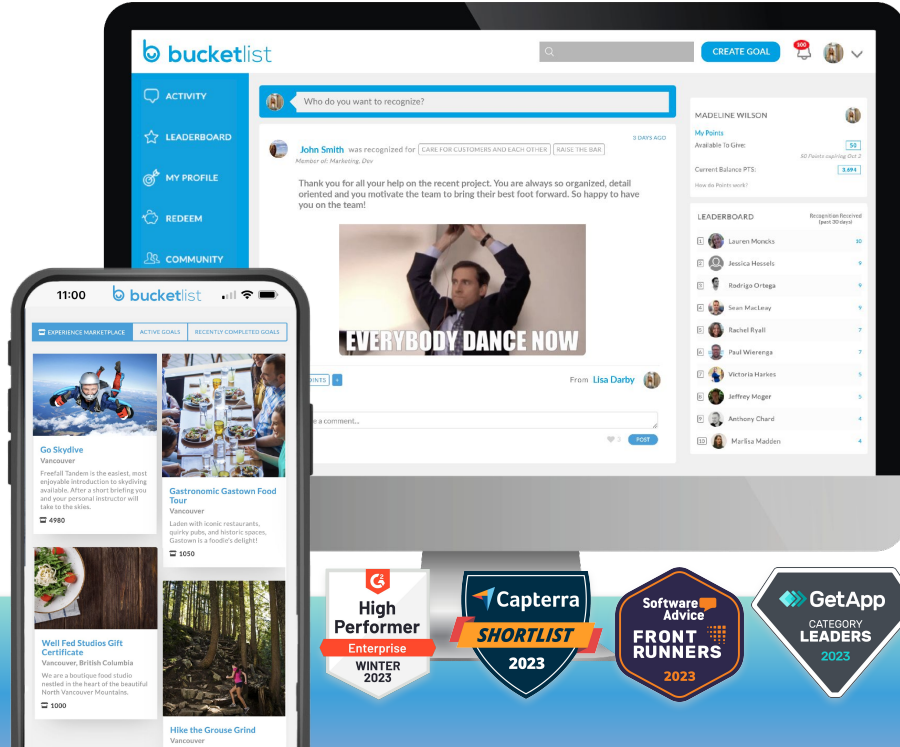




Want to up your employee appreciation game?

Bucketlist Rewards can help

Recognition doesn't just feel good,
it's good business.



Royal Bank



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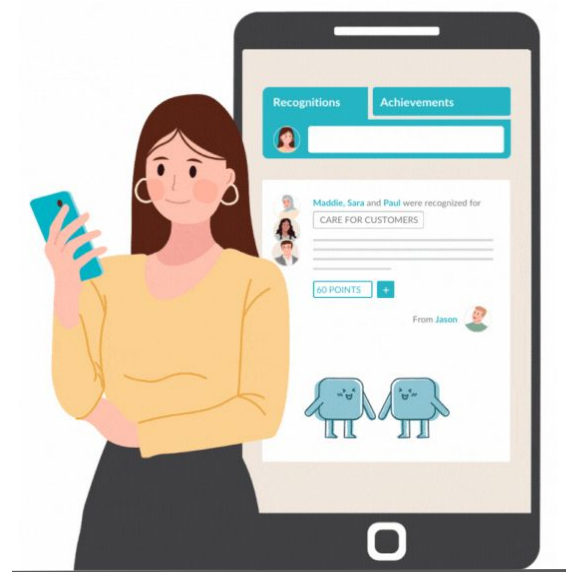
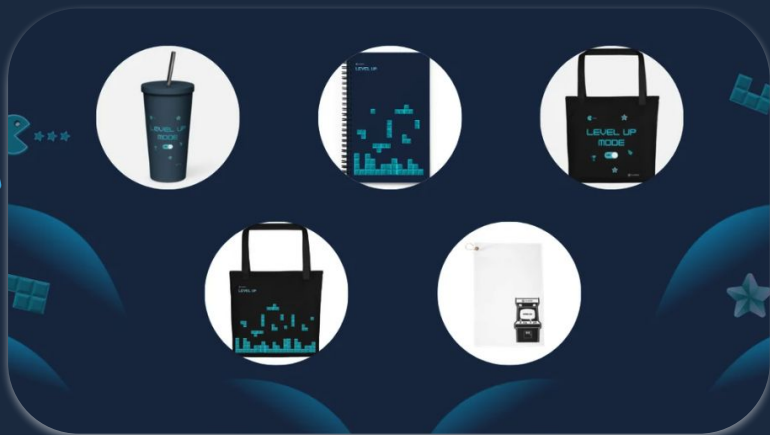




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plus ideas to take your appreciation strategy to the next level.



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