

Discover the Organization's Purpose

Pot	rential Workplace:
1.	What is the Purpose of the organization that is documented on the company's website and in its other communications? What contribution does this organization say it is making to society? Why is its work important?
2.	What are the company's products and services? Which customers does it seek? Who are its business partners? What do these answers reveal about the organization's Purpose?

3.	What do employees say is their company's Purpose? Describe Internal Practices (such as hiring practices, on-boarding, training & development, performance management, internal communications, technology, organizational structure, decision making practices, work design and systems for doing work) that reinforce this Purpose.
4.	List this organization's possible Purpose statements.

5. Evaluate each Purpose statement option. For each one, decide if it meets the five criteria: making a contribution to society, indicating why the work is important, inspiring and motivating, and being short in length and broad in scope. Transfer each Purpose statement option to the left column, and circle YES or NO to indicate if it meets the criteria.

Purpose Statement Options	Is it a contribution to society — not a product or service	Does it answer the question: Why is the work they do important?	Does it inspire and motivate?	Is the statement brief in length?	Is the statement broad in scope?
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No

6.	The Purpose statement for this organization that meets all criteria is:



Discover the Organization's Philosophy

Potential Workplace:

Α.	Describe the organization's founder. What special attributes does/did the found
	possess that influenced the character of the organization?
В.	What value or set of principles or values have been fundamental to the organizat since its founding and continue to be a source of its distinction?

C .	What makes this organization feel different from other companies in the same business?
D.	What prime value, if changed, would alter the character of the organization?
List	the possible Philosophy options for this organization.

2.

3. Evaluate if each Philosophy option meets the five criteria. Transfer each Philosophy option to the left column, and circle **YES** or **NO** to indicate if it meets the criteria.

Philosophy Options	ls it a prime principle or value?	Does it guide how employees work?	Do employees consider it a source of the organization's distinctive- ness?	Does this principle or value de- scribe the compa- ny's per- sonality or character?	Has this principle or value endured over time?
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No	Yes No	Yes No

4.	The Philosophy of this organization—one value or a set of principles or values—that meets all criteria is:
5.	For each of the values or principles of the Philosophy, give examples of employee practices that reflect those values or principles.



Discover the Organization-wide Priorities

	ed on your research, compile the answers to the following questions:
Α.	What are the strategy and goals of this organization?
В.	What actions are helping the organization compete and thrive?

C .	What are top leaders focusing on and paying attention to?
D.	What values are helping the organization be competitive?
E.	What organization-wide performance is rewarded and valued?

2.	List potential organization-wide Priorities.

3. Transfer each organization-wide Priority option to the left column. Circle **YES** or **NO** to indicate whether each Priority option meets the criteria.

Organization-wide Priorities Options	Is it a key value and an important standard to guide behavior throughout the organization?	Do top leaders believe it will enhance their ability to compete and thrive?	Does the value support the organization's strategy or goals?
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No
	Yes No	Yes No	Yes No

4.	The organization-wide Priorities that meet all criteria are:
5.	Define each organization-wide Priority, and include examples. Indicate if it is a strategic or universal Priority.



Discover the Area Priorities

ntia	ll Workplace and Area:
Bas	ed on your research, compile the answers to the following questions:
Α.	What is important in this area?
В.	What are the key values that guide how people work in this area?

С.	What standards will you be expected to follow in this area?
D.	What is most important to the leader of this area?
Ε.	What are the leaders of the area focusing on and paying attention to?

F.	What is the person who would be my supervisor focusing on and paying attention to?
G.	What is this group's strategy and goals?
Н.	What performance does this area reward and value?

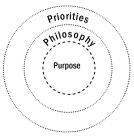
3. Transfer each area Priority option to the left column. Evaluate if each Priority meets the criteria. Circle **YES** or **NO** to indicate whether it meets the criteria. Area Priorities may not be aligned with organization-wide Priorities, particularly in dysfunctional organizations.

Area Priorities Options	and an i stand guide k	ey value mportant lard to ehavior s area?	Do area leaders believe it will enhance their unit and its ability to thrive?		Does the value support the area's strategy or goals?	
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No
	Yes	No	Yes	No	Yes	No

4.	The area Priorities for this organization are:
5.	Define each area Priority, and provide examples. Indicate if it is a strategic or universal Priority.
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Core Culture Map



Potential Workplace:	
Purpose:	
Philosophy:	
Strategic & Universal Priorities, Organization-w	ide:
	
Strategic & Universal Priorities, Area:	

	Definitions and Examples
Purpose	
Philosophy	
Organiza- tion-wide Priorities: Strategic & Universal	
Area Priorities: Strategic & Universal	

Worksheet

Audit for Fit With Your Purpose

	Potential	Potential	Potential
	Workplace	Workplace	Workplace
My Purpose Statements	Purpose	Purpose	Purpose
	Is the firm's purpose aligned?	Is the firm's purpose aligned?	Is the firm's purpose aligned?
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
	1 2 3	1 2 3	1 2 3
	Not Somewhat Very	Not Somewhat Very	Not Somewhat Very
Overall Assessment			

Worksheet

Audit for Fit With Your Principles

Potential Workplace: _____

	Organization Philosophy	Organiza- tion-wide Priorities	Area Priorities	
My Principles				Overall Assessment
	How well is this aspect aligned?	How well is this aspect aligned?	How well is this aspect aligned?	
	1 2 3 Not Somewhat Verv	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3	1 2 3 Not Somewhat Very	1 2 3	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
		1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
		1 2 3 Not Somewhat Very		
		1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	
		1 2 3 Not Somewhat Very	1 2 3 Not Somewhat Very	