

Culture Assessment Planner

Request a Culture Assessment quote from Jeff Judy & Associates

This document will help you to make some basic decisions about your culture assessment, to get an initial estimate of the cost implications of those choices, and to share your answers with Jeff Judy & Associates as a basis for a productive discussion of your goals and your needs. Based on the information in this document *and* what comes out of that discussion, I will provide a firm quote for culture assessment services.

The first part of this document provides an overview of some of the decisions that go into an effective culture assessment. *Use the latter part of this document to share your decisions with me, as well as any questions you have*, so we can have an efficient and productive conversation that will quickly lead to a plan and a quote for your culture assessment.

Simply step through this document, fill in the required information, and forward the completed Planner to me at Jeff@JeffJudy.com. Or give me a call at 952-903-0113 to walk through the options and your choices.

UNDERSTANDING CULTURE ASSESSMENT

If you have not read the material on my web site at JeffJudy.com, I strongly suggest you start there with a visit to my **Culture Issues** tab. You will find an entire section on how to *Assess Your Culture* under that tab.

This document does not discuss my philosophy of assessment, or give much background to the tools I recommend. For that background, visit that *Assess Your Culture* page on my web site, under that tab, to download my information packet, "Assessment Tools."

Descriptions of options below will help you make practical choices about how you want to conduct your assessment, and show how those choices impact fees for those services.

CULTURE ASSESSMENT COST FACTORS

Because every assessment project is a unique combination of survey tools, response management, customization, and follow-up consultation, we develop individual quotes to match the goals and preferences of the client.

The main factors influencing your project cost are:

- ◆ **Number of Respondents:** On the form at the end of this document you will find a scale of processing fees based on the number of surveys expected to be completed.
- ◆ **Survey Customization:** Most institutions find these surveys more helpful if they at least change the wording of the questions to be more transparent to respondents. Some may also choose custom question topics to deal with specific areas of concern.
- ◆ **Granularity of Analysis:** Do you want to compare job titles? Geographic locations? Levels of experience? How many sub-categories do you need (e.g., four regions vs. eight)?
- ◆ **Bundled Coaching/Training Services:** If you know you have training needs around credit, booking them at the same time as you do the assessment can save you money in the long run. I also offer communication coaching packages with assessment.

- ◆ **Debriefing:** A standard two-hour conference call is included in the survey fee, to present the results of the analysis. Repeated presentations to additional groups, or in-person presentations, will incur additional fees.

CULTURE ASSESSMENT: YOUR DECISION PROCESS

The *last* section of this document guides you through the decision process that will generate the information I need to work with you to finalize required services, fees, and timing.

This section of the document briefly describes steps in the decision process in more detail. Naturally, do not hesitate to contact me if you have questions. And, again, make sure you have read the **Culture Issues** topics on my web site, and my *Assessment Tools* packet, before you work up your request for a culture assessment quote.

Because this is a simple word-processing document, you can easily add as much information as you need to explain your thinking, your needs, or to ask questions or request clarification.

Here are some guidelines to the information I am looking for, to help *me* help *you*.

Contact/Background Information

Besides basic information about how to contact you, I'm looking for some background on why you think a culture assessment would be beneficial to your institution. Just describe in your own words what factors, practices, events, or issues have led you to look at your culture, and what you hope to learn from a formal culture assessment.

Scope of Survey

As described in my *Assessment Tools* packet, I offer both the Credit Culture Survey and the Strategic Alignment Profile. The former deals only with credit issues, while the latter can be adapted to address credit and non-credit organizational questions.

You will also need to think about the scope of your survey in terms of number of participants, a basic driver of assessment cost.

Customization

These assessment tools come in standard, generic formats and wording. Most institutions find that customizing the vocabulary improves the quality of the results. For instance, some banks have "lenders" while others have "loan officers." If everyone has the same understanding of the questions, the data will be more reliable.

With the SAP (but *not* the Credit Culture Survey), it is also possible to replace standard questions to address specific topics unique to your concerns or to your institution.

Analysis Dimensions & Categories

Generally, as described in my *Assessment Tools* packet, the key to the assessment is a comparison between different groups of respondents. For example, you might have four regions - North, South, East, West -- and you may want to see if credit staff in these different locations view credit practices and philosophy similarly, or whether there are wide gaps between how they think things are supposed to be done.

Similar comparisons might be made between Job Titles, or based on years of experience.

By **dimension**, I am referring to this underlying concept: location, job title, and so on.

By **category**, I mean the sub-groups within that dimension, e.g. "North" vs. "South" or "Loan Officer" vs. "Credit Analyst."

The standard assessment fee provides analysis for **one dimension with up to four categories**. I often provide breakdowns along more than one dimension, or across more categories, with additional processing fees.

Caution: Slicing the Data Too Finely

In my experience, it is very rare that any institution needs more than two dimensions (usually job function/title and region/location) for a thorough picture of their culture. And when you slice a dimension into eight or ten categories, it tends to be less informative, not more.

The problems with having too many dimensions and categories come down to these:

1. **Focus:** frankly, we work in an industry that loves number-crunching. But culture is a "big picture" issue, and too much attention paid to the results of a particular "cell" in the analysis just becomes a convenient item to hide behind when the discussion should focus on trends across the entire organization. More and more detail often *obscures* next steps rather than *reveals* them.
2. **Reliability:** when you have just a few respondents in any given dimension/category "cell," that data is much less trustworthy than the results you get from larger aggregations.
3. **Anonymity:** maintaining anonymity of responses is crucial to collecting meaningful data. A "cell" that boils down to "two credit analysts in the X location" effectively destroys that anonymity, and I will *not* provide analysis at that level if it compromises the anonymity of respondents.

Debriefing/Timing Options

For the standard assessment package, I provide a presentation of the results via a single conference call of up to two hours in length.

If you need multiple presentations (e.g., board vs. regional management), or if you feel that a face-to-face presentation would be much more helpful, we can discuss the details and adjust your assessment quote accordingly.

It generally takes six to ten weeks to customize surveys, administer surveys and collect data, analyze the results, and present the findings. If you are targeting an event (e.g., board meeting or management conference) that requires the process to be completed more quickly, we will discuss the timing and fees required to meet your needs. Expedited results may also call for additional administrative help from your own staff to manage respondents and communications.

Coaching/Training Options

As described above and in my *Assessment Tools* packet, communication coaching is such a widespread need that I offer options to book services *with* the assessment, at bundled savings. Savings listed below reflect the added value of a face-to-face, rather than conference call, debriefing. Options include (travel expenses extra):

- ◆ **Coaching Calls Series:** Three conference calls, up to one hour each, used to check your progress and respond to issues that arise along the way. \$800 savings when bundled with assessment
- ◆ **Culture and Communication Workshop:** Typically, the results of the assessment are presented to the leadership team in the morning, and the afternoon is spent in this workshop with selected department heads and managers, exploring more effective communication practices. \$1,000 savings when bundled with assessment.
- ◆ **Action Plan Development:** a full day is spent with bank management reviewing the results and focusing on explicit steps that could improve communication effectiveness. After the session, the client receives a report summarizing the discussion and recommending steps to develop better communication patterns. \$2,000 savings when bundled with assessment
- ◆ **Banking Practices Training:** some institutions know they need help reinforcing consistent basic practices and book training at the same time they book the assessment. While the ultimate cost depends on the type and length of training in question, booking training at the same time as you book the assessment will get you a discount, compared to booking training separately after the assessment results have been delivered.

Survey Administration/Management

The survey is generally made available on-line, with a link provided to you to share with your respondents. I do not routinely track which respondents complete the survey, although I do provide regular reports of overall completion rates while the data are coming in.

For an additional fee, it is possible to hold respondents individually accountable for completing the survey while protecting their anonymity. Fees will be based on number of respondents, timing of the entire process, and frequency and number of "reminders" that will be deployed.

Culture Assessment Summary

To begin the process of finalizing services and fees for your culture assessment, answer the questions below and submit this document to Jeff@JeffJudy.com. Or give me a call at 952-903-0113 and we can discuss options and costs, based on what you have filled out below.

Please do not hesitate to contact me if you're not sure about some of the choices listed, if you want more information about the assessment tools I use, or if you have any other questions whatsoever about the culture assessment process.

CONTACT/BACKGROUND INFORMATION

Today's Date	
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Please let me know how to reach you:

Name	
e-Mail	
Phone	
Title	
Institution	
Location	
Web Site	

Additional contact/background: if you have additional contact points (e.g., cell phone) you want me to use to get back to you, or to share a little bit more about your role in your financial institution, please add that information here:

What made you decide to look into performing a culture assessment? Describe what's happening at your institution and how it has led your to consider formally examining your culture. Take as much space as you need, this is *important*.

Scope of survey: are you primarily interested in credit issues, or do you want to explore broader organizational issues? Do you believe you would use the *Credit Culture Survey*, the *Strategic Alignment Profile (SAP)*, or are you *undecided* and looking for help at this point? (Place an X.)

Credit Culture
 Strategic Alignment
 Undecided

ASSESSMENT OPTIONS

Customization

We can agree on wording changes to the original questions for either survey to better communicate the questions' intent to respondents. With the SAP, we can also change the questions themselves. What level of customization will apply?

_____ **Vocabulary Only** _____ **Vocabulary & Questions** _____ **None**

Analysis Dimensions & Categories

Do you want to compare different regions, different job titles, or make comparisons along some other dimension? Please see the discussion above for caveats about too many breakdowns, and for a more complete description of this feature of the assessment. Note that each Dimension is assumed to include up to four categories of respondents. *Additional fees apply* for more than one dimension, or for more than four categories within any dimension.

Describe the dimensions and categories you plan on using below:

Dimension	Basis (e.g., job title, location, etc.)	# Categories
#1		
#2		

How many respondents in total do you expect to complete this survey? =

Based on the dimensions and categories described above, how many respondents would fall into the smallest "cell" (category within a dimension)? =

Debriefing/Timing Options

The basic fee includes a two-hour conference call to share the results. If you prefer a face-to-face presentation of the findings, please contact me to discuss your needs and the appropriate fees. Besides travel expenses, fees will be based on total time and on the number and overlap of meetings (i.e., separate presentations to the board and to a management group).

Note that bundling communication coaching with the assessment can get you a face-to-face debriefing at no additional fee. If you have needs beyond the two-hour call, please outline them here:

If you have a specific deadline by which the results must be presented, please provide the date and the reason for the deadline:

Use the Summary Form Below ...

Use this form to capture the basic and optional services you seek as the basis for your culture assessment quote from Jeff Judy & Associates. You can enter the fees for whatever services you select to give yourself an *estimate* of assessment costs.

This is a starting point for our discussion. It does *not* lock either of us into the initial conception. I will want to discuss your options and choices with you to make sure I understand your needs and your timeline, and to answer any questions you may have about how the assessment works.

Following that discussion, you will have a clear plan and a firm quote for assessment services.

CULTURE ASSESSMENT: SERVICES & FEES SUMMARY

If you're not sure about something, you can add questions/explanations at the end of this form.

Item	Notes	Fee
Core Data Handling	Data collection and analysis for generic survey (either Credit Culture or SAP). Includes two-hour debriefing of results via conference call. Fee is based on # of respondents: <ul style="list-style-type: none"> ◆ <51 \$2,500 ◆ 51-250 \$3,500 ◆ 251-500 \$4,250 ◆ 501-1,000 \$5,000 ◆ >1,000 \$5,000 + \$3/Survey 	
Custom Vocabulary	For either survey: same question topics, but fit vocabulary to institution (e.g., "lender" vs. "loan officer"): Custom Vocabulary Fee = \$750	
Custom Questions	SAP only: not only adapt vocabulary, replace questions from the generic version with items unique to your institution/concerns Custom Question Fee = \$1,000	
Analysis Dimension	One data breakdown containing four items is included in base fee. Please see the discussion above. For each additional breakdown dimension, add \$750	
Dimension Categories	Up to four categories are included in each dimension. If you have more than four job titles, locations, etc., in any given analysis dimension, for each additional category >4, add \$250	
Coaching Bundles	Includes face-to-face debriefing of results (travel expenses extra), provides savings over separate coaching bookings: <ul style="list-style-type: none"> ◆ Coaching Calls Series: three calls, \$900 ◆ Culture and Communication Workshop: \$1,500 ◆ Action Plan Development: \$3,500 	
<i>Total Estimated Assessment Fees</i>		

Negotiable Services

Some services cannot be quoted as a flat fee, as they depend on your unique requirements. These include most of the personal interactions following the assessment: debriefing arrangements, additional training in banking practices, enhanced administration of the survey, and so on.

Will you require **me** to hold respondents individually accountable for survey completion (while maintaining anonymity)?

Yes No

Would you prefer **face-to-face** presentation of results, rather than a conference call?

Yes No

If you are aware of **additional training needs** you would like to book, at a discount, at the same time you book the culture assessment, please describe them below:

Questions & Explanations

Add comments, questions, or explanations that will help me understand your goals and needs.