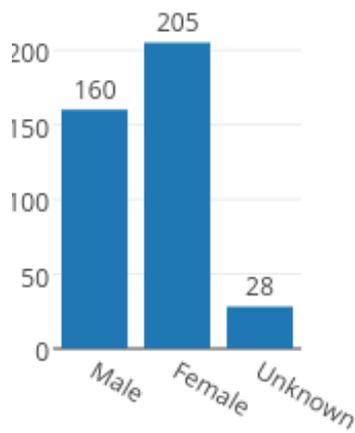


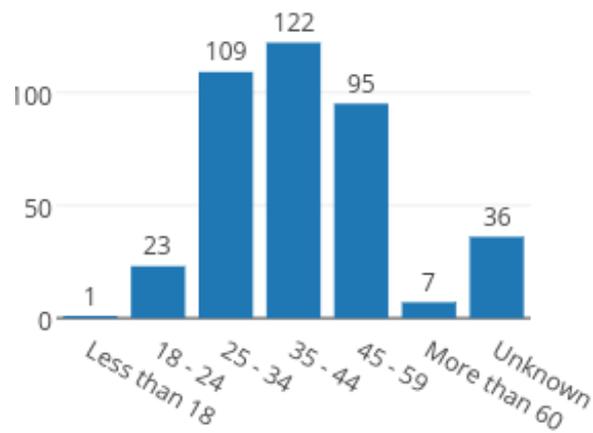
Culture Audit Report

Number of respondents	393
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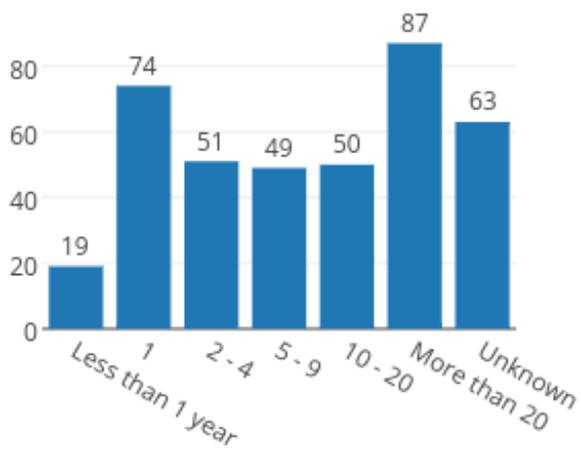
By gender



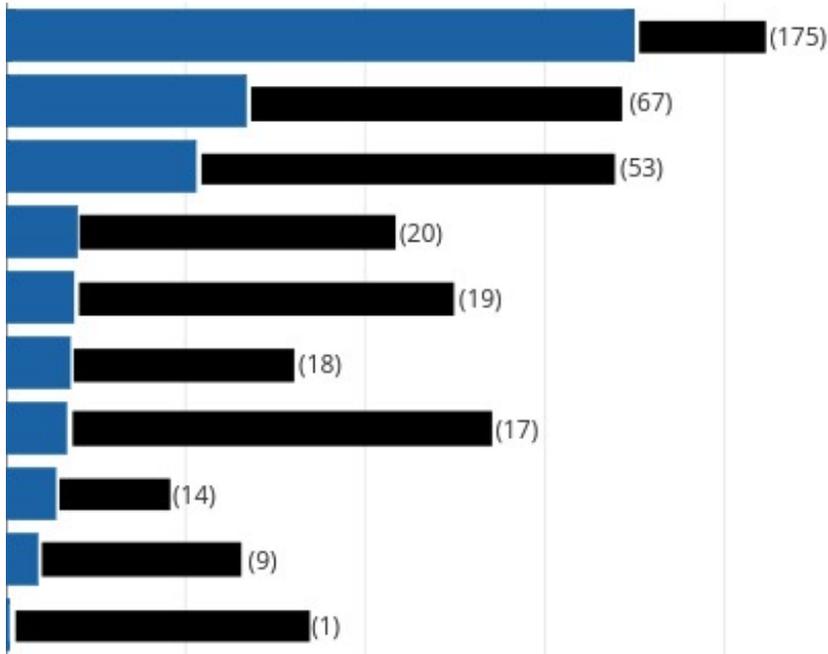
By age



By Tenure



By unit



Organizational Culture in 6 paragraphs

1. What is corporate culture?

Organizational culture refers to all the implicit properties of performance within your business. Overall, we can summarize the organizational culture as being "how things are done within the company".

2. Why is the analysis of corporate culture crucial for your business?

Because the company values constitute the heart of the culture. Whether this means the values adopted by the company itself or the values of each of the individuals who operate in the business, the values are by nature an indispensable engine of work because each person always tries to be consistent with his or her values.

3. What is the best culture?

Yours! Culture is a complex identity concept. There are no good or bad cultures, only ones that are more or less suitable for your business. Due to their complexity, each culture is unique but difficult to analyze. The Vadequa solution provides you with the necessary grasp to better understand and act depending on the values of your company.

4. Why is it necessary to focus on organizational culture?

Because it is an inseparable complement to knowledge and skills. Values are omnipresent, they regulate an individual's behavior and life skills. It is a fact that more than half of recruitment failures are due to conflicting values - not to competence issues. Beyond recruitment, changes within a company always have an effect on its values.

5. What can the knowledge of corporate culture be useful for?

For a multidimensional management. The knowledge of your organizational culture is a powerful HRM tool. It allows, among other things, to identify conflicts, tensions, and above all, to understand them; to anticipate reactions to change; to understand the expectations and motivations of employees; assess and ensure their well-being; to act on their performance, etc.

6. Why is the organizational culture relevant?

Because beyond its managerial aspect, the culture analysis can help to respond to the new issues such as the right to privacy, psychosocial risks, etc. In addition to being rewarding, the corporate culture analysis helps to respond the inevitable impact of human factors on the business.

Vadequa: a tool for culture management

The Vadequa solution is:

- Audit all your collaborators, in groups, individually, by branch or by department
- A valid, relevant and accessible scientific test
- Concise text reports about the respondents' culture, their vision of the hierarchic structure, and their approach to teamwork
- Clear quantified reports on identified differences
- Result-based recommendations

The Vadequa chart is:

- A scientifically valid model (Quinn, 1983)
- Situate your company within one of the four major types of organizational cultures
- Detect differences between the organizational culture perceived by respondents and their individual preferences
- Highlight the main leadership styles.
- Elaborate an appropriate management style

Your assessment

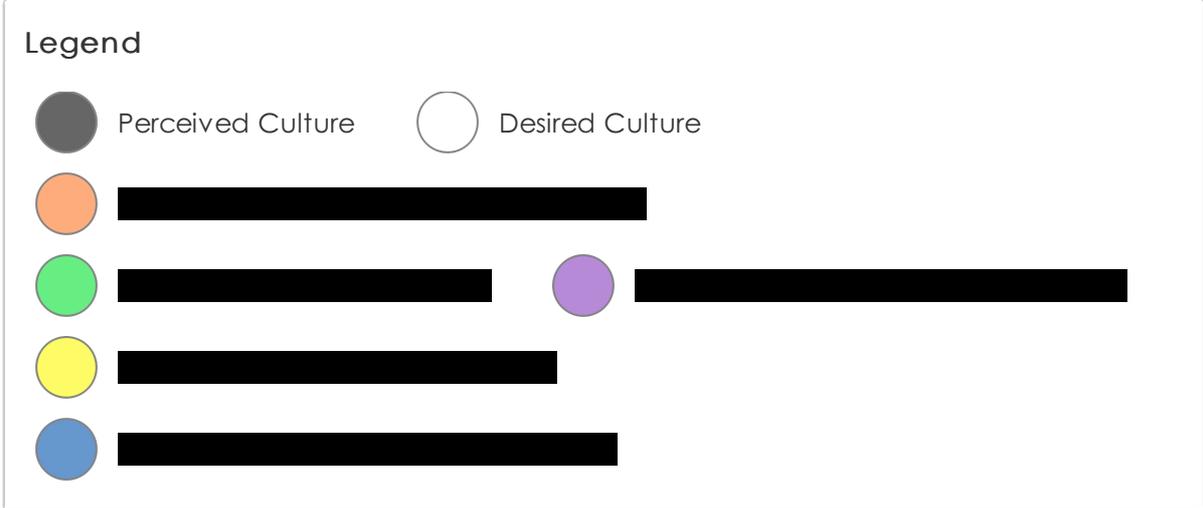
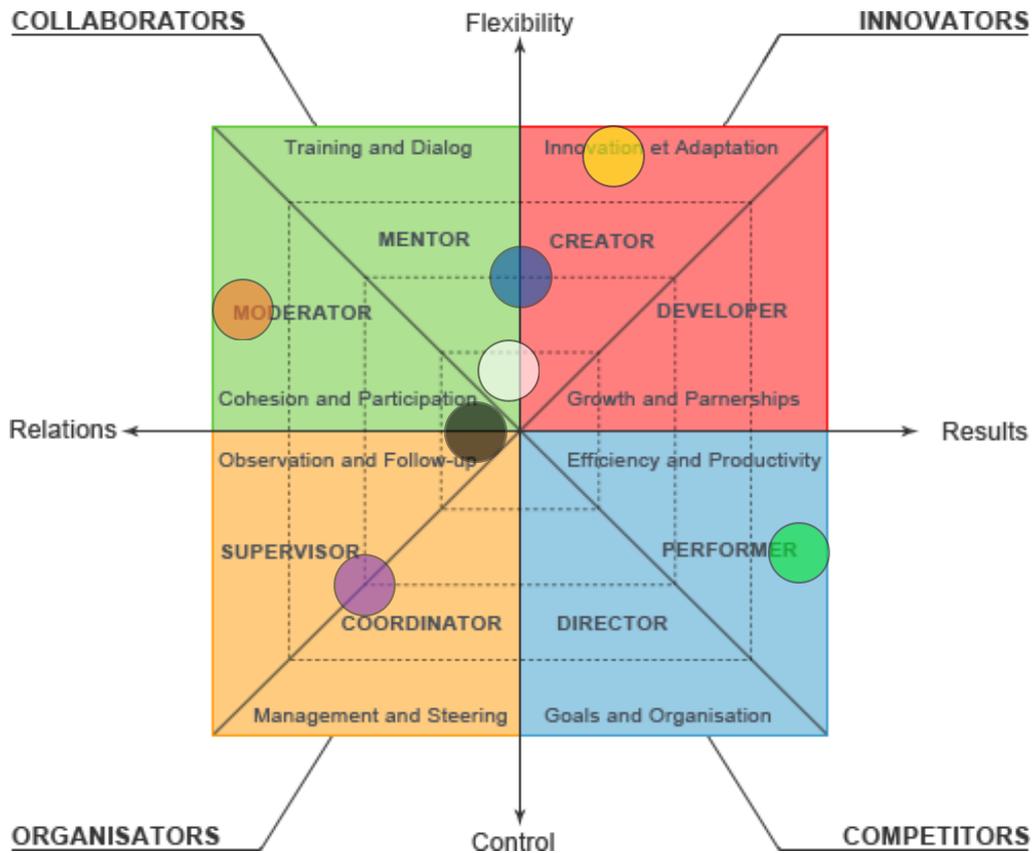
Respondents' assessment of the organizational culture of [REDACTED]

Perceived Culture: Collaborators

Desired Culture: Collaborators

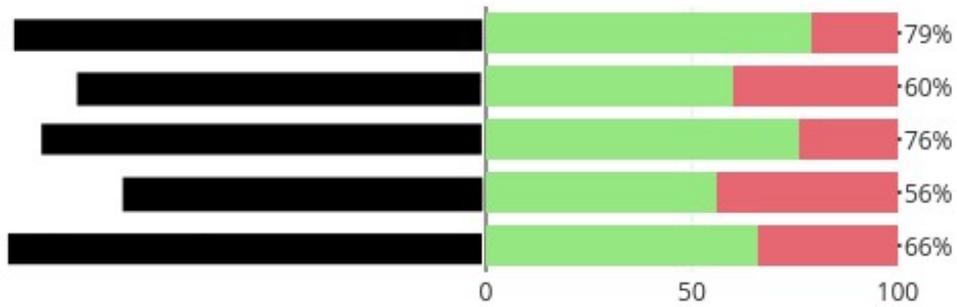
Quinn Chart

- The points shown on the diagram correspond to the medians of the responses
- The uppercase headings, inside the square, represent the preferred leadership styles
- The lowercase headings represent the preferred management styles

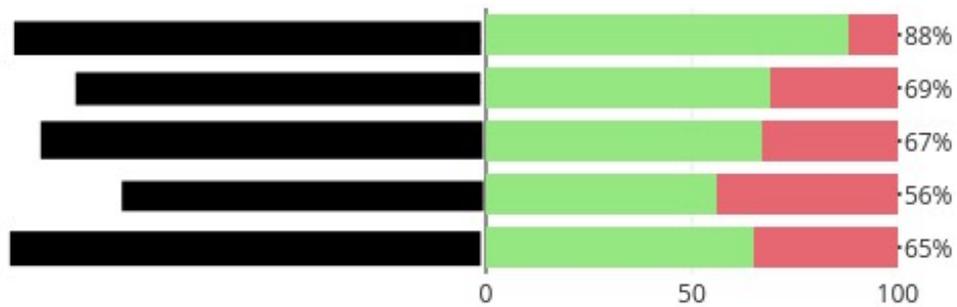


Fit with Company Values

Fit between the perceived culture and the company values



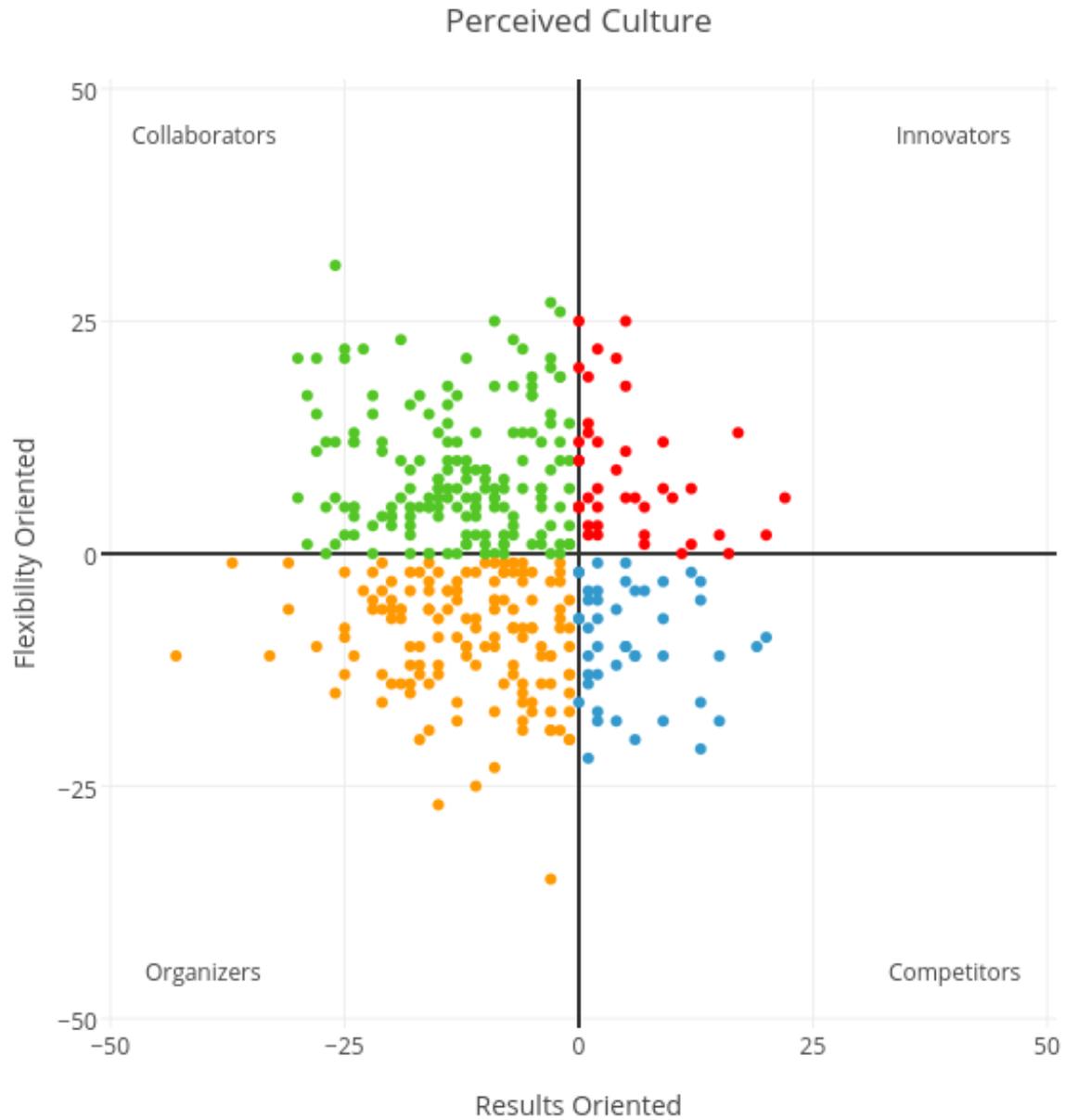
Fit between the desired culture and the company values

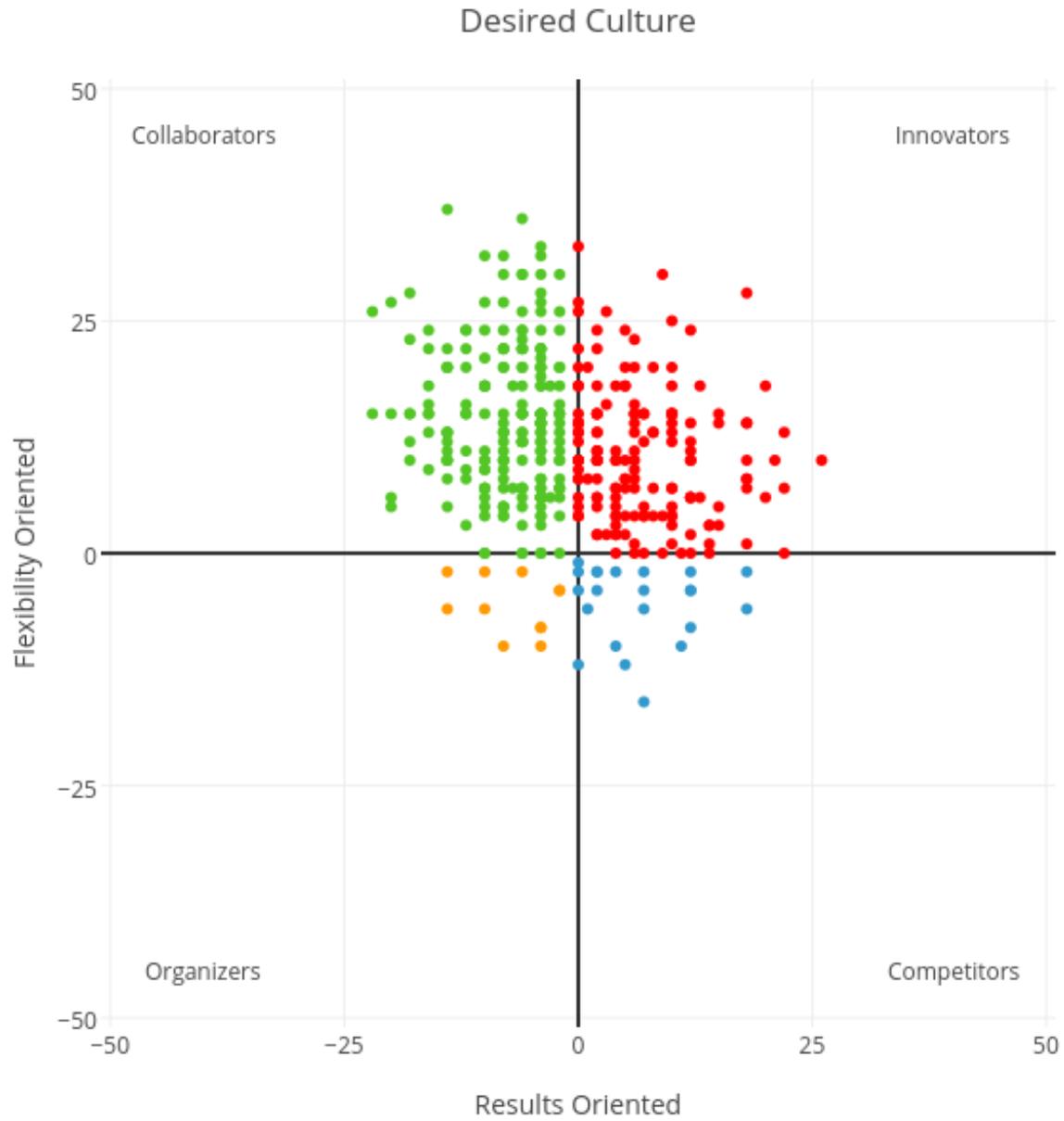


Distribution of respondents by culture type

Culture intensity: MODERATE CULTURE

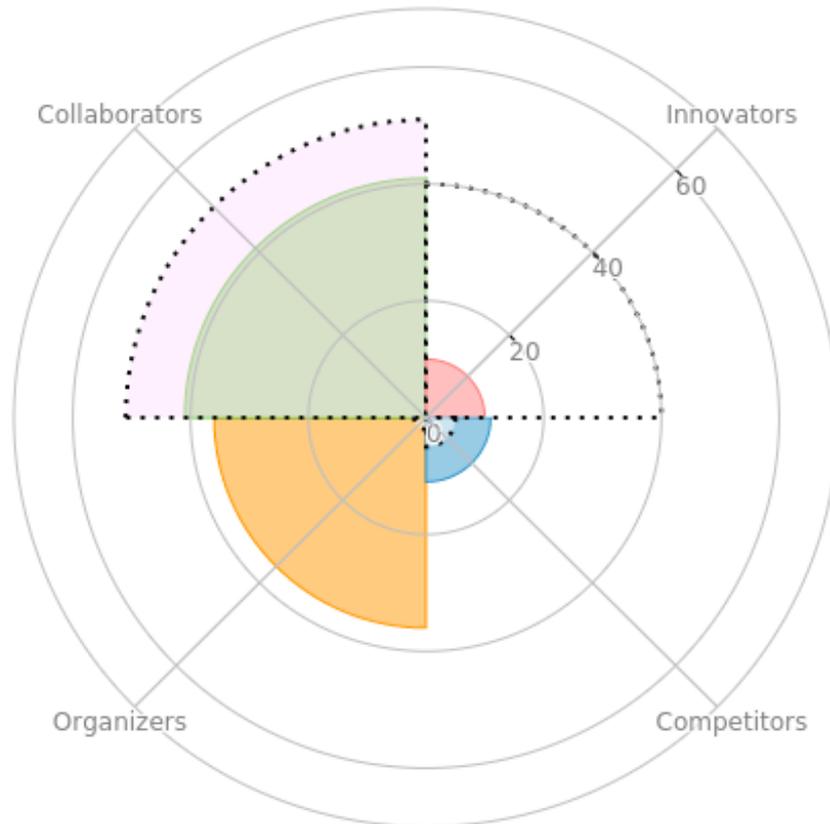
Culture type	Culture perceived by	Culture preferred by
Collaborators	41%	51%
Innovators	10%	40%
Competitors	11%	5%
Organizers	36%	2%





Gaps between the perceived culture and the desired culture

The colored parts represent the perceived culture type whereas the transparent overlay represents the desired culture type.



Read the Quinn diagram

- Culture identification
 - Locate the point that corresponds to "perceived culture" on the chart
 - Identify the field he belongs to (collaborators, innovators, organizers, competitors)
 - Refer to the reference table (caption at the end of the document) in the "general description" column
 - Then look up the "leadership" and "management" sections that best fit your culture

- Interpretation of differences

This is to compare the corporate culture perceived by the respondents ("perceived culture" point) to how they would like it to be ("preferred culture" point).

 - Find the "preferred culture" and "perceived culture" points
 - Identify the distance between the two points
 - Then see if both points are in the same field (collaborators, innovators, organizers, competitors).
 - There are two possible options (go to the reference table for the explanation of the terms):
 - If both points are in the same field (e.g. "innovators") or close to each other, then the perceived culture matches the preferred culture.
 - If the two points are in different fields and are far from each other: there is a mismatch between the perceived culture and the preferred culture. Identify the corresponding category for each of the cultures and compare them using the reference table.

- Recommendations
 - Go to the recommendations table.
 - The following recommendations will help you choose further steps of action:
 - If the perceived culture corresponds to the the objectives of the organization
 - If the perceived culture does not correspond to the objectives of the organization
 - And depending on the intensity of your culture

Recomendations table

	A culture in line with the objectives	A culture not in line with the objectives
Strong culture	<p><i>Powerful culture</i></p> <ul style="list-style-type: none"> • Hire personnel whose values match the company's values. 	<p><i>Culture crisis</i></p> <ul style="list-style-type: none"> • Diversifying corporate culture by hiring employees with new values
Fragmented culture	<p><i>Evolving culture</i></p> <ul style="list-style-type: none"> • Supporting the employees • Developing exemplary leadership • Monitoring culture evolution 	<p><i>A culture ready for change</i></p> <ul style="list-style-type: none"> • Asses employees' personal expectations (preferred culture column) • Identify the recommended culture type

Reference table: culture types

EMPLOYEE	
General description	The main objective is personal development, which means focusing on social cohesion in a participatory process involving all employees. The colleagues' welfare is at the heart of their concerns. A good leader is a leader who takes care of his subordinates, like in a big family. A good goal is a goal shared by all. Decisions are made through consensus, everyone has to make a contribution. This helps everyone come to an agreement, thereby granting substantial autonomy to employees in their daily tasks.
Leadership style: MENTOR	Usually an experienced professional, the Mentor enjoys passing on his knowledge and his expertise is an example to follow for his colleagues.
Management style: Training and Dialogue	There is a strong community spirit in the group, and supportive management is appreciated. This will be a kind of manager who cares about the successful integration of his teammates and who takes time to explain and listen in order to make everyone prosper.
Leadership style: MODERATOR	The Moderator is primarily concerned with group dynamics. He/she seeks to develop the team spirit more than to transmit his knowledge.
Management style: Cohesion and Participation	Unity and group harmony is paramount, this type of manager makes sure that no one is left behind. The team should be solid, and everyone must contribute to the actions and decisions.

INNOVATOR	
General description	The main objective is growth and resource acquisition. This type of manager operates in a flexible and agile way. These leaders are often entrepreneurs, with a long-term vision of business. Innovators leave much room for experimentation and therefore for unforeseen errors. This helps to create an efficient organization that adapts quickly to a changing environment. Each member of the organization is free to apply his own methods, provided that he accepts the responsibilities of his risks.
Leadership style: CREATOR	The Creator enjoys solving complex problems and needs a certain amount of freedom to apply his own way of proceeding.
Management: Innovation and Adaptation	Freedom of action is the motto. Here, we seek to encourage reflection and the emergence of new ideas. Everyone is free to organize their work and benefits from complete flexibility. The absence of strict rules aims to develop the creativity of the employees.
Leadership style: DEVELOPER	The Developer is one step ahead. His main concern is the expansion of business; he seeks to stimulate business growth.
Management style: Growth and Partnership	Resolutely turned outwards, the Developer provides his team members with much room for operation in order to empower each one of them to contribute to the growth of the company.

ORGANIZER	
General description	They seek stability and use skillful methods of information management and communication. These leaders are coordinators and managers. The Organizers are experts in maintaining a stable and efficient organization. Procedures and rules are clearly communicated to members of the organization to ensure quality and consistent reliability. Therefore, violation of rules is not tolerated.
Leadership style: SUPERVISOR	The Supervisor's main concern is to ensure the proper functioning of the structure. He makes sure that the rules are respected by everyone.
Management style: Observation and Monitoring	This management style is based on control and audit. Work procedures and operating rules are the key of the organization, and managers make sure that they are abided. The Supervisor observes, explains, and guides to achieve a proper application of procedures.
Leadership style: COORDINATOR	The Coordinator enjoys organizing, planning, and ensuring connection between different teams in a multidivisional structure.
Management style: Operator control and Guidance	This is a management style in which communication is very important. It is an intervening management process, for which the specification of actors is paramount. The Coordinator ensures compliance with deadlines, employees' commitment, and collaboration of various teams.

COMPETITOR	
General description	Their main objective is productivity and efficiency: they set clear goals and ways to get there. These leaders are competitive and pugnacious. Competitors seek above all to gain or to maintain their dominating position in the market. To achieve this, members of the company are required to have ambitious goals. There is little room for manoeuvre: the organization is strictly result-oriented.
Leadership style: PERFORMER	The Performer enjoys challenges. He thrives on the results he achieves.
Management style: Efficiency and Productivity	Coaching is the best word for this management style. The Performer tries to bring out the best in each employee. He encourages proactivity and result-oriented attitude.
Leadership style: DIRECTOR	The Director knows how to impose his authority. He sets objectives and elaborates the general strategies of the company.
Management style: Objectives and Organization	This is an injunction-based style of management. The Director establishes the rules and ensures that the guidelines are followed.