Results Rule!®
Culture Assessment Profile

The best organizations and teams develop and sustain a culture that accelerates their success.

The Results Rule! Culture Assessment Profile is a self-assessment tool designed to help you determine how well your organization does at creating and sustaining a culture that makes it possible to deliver amazing results and make change work. It is based on the six choices for building an enduring culture from the award—winning book *Results Rule! Build a Culture that Blows the Competition Away*.

This instrument will help you identify the strengths on which you want to build and the areas where you have an opportunity to improve. And, it will help you become the type of organization that consistently makes change work and delivers results year … after year … after year.

Use this tool to benchmark your current level of competency, and then refer to it regularly to evaluate your growth and development. The result will be that you will focus your efforts and grow more quickly into the organization you want to be.

> **Disclaimer:** *As with any self-assessment, the validity and accuracy of the results is in direct proportion to the honesty of your answers. This is a generic instrument designed to create insights and spur discussion. Pennington Performance Group makes no warranty about the scientific or statistical validity of your results or the success of any subsequent action plan you develop and implement without guidance from Pennington Performance Group.*

How to Complete the
The Results Rule!® Culture Assessment Profile

Instructions: Please follow these steps carefully to complete and score the profile.

1. **Complete the profile.** Read each of the 50 statements, and circle the number on the rating scale that most accurately describes your performance for each statement. If you are completing this as a team, ask all team members to complete the assessment individually. You can tabulate group results or use individual results as a discussion tool for creating an action plan.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

2. **Calculate your score.** Transfer your ratings for each statement on to the tally box on the last page of the instrument. Add the scores for each competency or behavior and divide the total by the number shown following the slash (/) to determine the percentage total for each area.

   Example: A score of .25 in the Tally Box is represented by 25% on the Assessment Profile Graph.

3. **Create your assessment profile graph**. Use the total score for each competency to draw a horizontal bar graph on the grid provided.

4. **Develop your plan.** Use the results of your assessment profile to create your organization's or team's development plan. You may want to discuss your results with your manager and team to confirm and clarify your results.

5. **Act on the results.** Review your plan regularly. Make a conscious effort to maximize one strength and improve one area where improvement is needed for thirty days and then reevaluate your performance. Keep track of and share your progress. When you have made the progress you desire in a specific area, choose another on which to work.

Remember:
The accuracy of this assessment is in direct proportion to the honesty of your responses.

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The following statements are designed to help you identify patterns of behavior and performance that create a positive culture that is more likely to deliver results and be responsive to change. Read each of the 50 statements carefully then circle the number from 1 to 5 that most closely describes the extent to which your leadership performance and behavior matches the statement.

1	2	3	4	5
Never display this behavior or performance	Rarely display this behavior or performance	Display this behavior or performance about half of the time	Almost always display this behavior or performance	Always display this behavior or performance

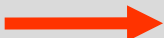| The culture of my organization:	1	2	3	4	5
1. Values, promotes, and demonstrates candor and honesty in all interactions.					
2. Takes active steps to anticipate, discover, and understand customer needs.					
3. Shares all appropriate information about the organization's goals, plans, performance, and the impact on his/her team.					
4. Creates an environment where people are willing to say what needs to be said even when it isn't convenient.					
5. Strives to deliver the best in every area of performance.					
6. Helps people connect to a purpose that is larger than themselves and company profit.					
7. Regularly benchmarks personal and unit performance against world-class organizations both within and outside of our industry.					
8. Uses fit with our values and culture rather than experience or education as the primary tool for hiring people.					
9. Constantly seeks to understand and implement the factors that distinguish the "best from the rest" in the customer's mind.					
10. Uses the standard of "pursuing the best over the easiest" as the lens through which all decisions are made.					
11. Invests time to develop strong relationships built on trust. Integrity is a way of life.					
12. Acknowledges, recognizes, and values the unique contributions of each individual. People feel as if their contribution is values and that they can affect positive change.					

The culture of my organization:	1	2	3	4	5
13. Creates an environment where individuals and teams are engaged and excited about helping the organization grow and improve to achieve its goals.					
14. Creates a supportive climate where people feel as if their views and perspective are important – even if they are not present in the discussion.					
15. Breaks down barriers - promotes positive relationships and collaborative working across different parts of the organization					
16. Adjusts his/her approach to the needs of different situations and the various people with whom he/she works. Tailors each interaction to the unique needs of the person and situation.					
17. Actively listens to what others have to say. Seeks to understand different and opposing perspectives on issues.					
18. Recognizes individual contributions and delivers personal and behaviorally focused praise for performance and behavior that helps the organization continually improve and deliver results.					
19. Takes consistent and intentional steps to build customer evangelists. Seeks ways to engage customers in helping the organization adapt, grow, and improve.					
20. Involves others in decisions that affect them.					
21. Creates role clarity - provides others with a clear view of how they contribute to the achievement of higher level organizational goals.					
22. Stays focused - not easily distracted. Prevents irrelevant issues or distractions from interfering with delivering performance that matters to the customer and organization.					
23. Keeps an eye on trends in the marketplace and the issues that are important to succeed – does not jeopardize long term goals by short term expedient actions.					
24. Brings the future alive by providing a clear, coherent and challenging vision and translating that into day-to-day activities and behaviors that help us continually improve and stand out.					
25. Drives unit and individual expectations and plans based on an in depth understanding of what it takes to continually improve and meet customers' needs and expectations.					
26. Defines good performance – establishes challenging yet fair standards of performance expectation that change as the needs of customers and the organization change.					
27. Allocates resources and information to achieve objectives (e.g. time, people, money). Makes sure that everyone has the time and tools to continually improve.					
28. Connects performance to the vision and strategy. Aligns goals and work plans at the unit level to support organizational goals.					

The culture of my organization:	1	2	3	4	5
29. Keeps everyone focused externally on the customer rather than allowing internal issues to take center stage.					
30. Creates, maintains, and updates processes and systems to ensure that customer expectations are being met.					
31. Challenges the status quo to serve the best needs of the customer – continuously looks for the opportunity to innovate.					
32. Ensures that the organization understands what to preserve from its current ways of doing business and what to jettison.					
33. Encourages everyone to keep abreast of trends and external events that affect and influence the organization and her/his area of the business.					
34. Leans from experience – does not make the same mistake twice.					
35. Bounces back from obstacles and difficulties.					
36. Uses honest mistakes as a learning tool.					
37. Encourages people and teams to try new approaches and take appropriate risks to deliver results.					
38. Provides and encourages opportunities for continuous growth and learning – helps individuals achieve their professional goals.					
39. Remains open to ideas offered by others. New ideas are not immediately dismissed or shot down.					
40. Flexible and adaptable - responds promptly and positively to changing demands and circumstances.					
41. Works to minimize contradictions, complexities, and disruptions of change.					
42. Takes responsibility – does not make excuses for performance or results, and does not allow individuals or teams to do so.					
43. Action oriented – gets things done. Encourages people to takes action when it is needed without waiting to be asked. Does not punish people when honest attempts to improve don't work as planned.					
44. Holds the organization as a whole and the individuals within it to a high standard of performance.					
45. Regularly reviews progress against objectives/plans. Looks for ways to get better every day.					

The culture of my organization:	1	2	3	4	5
46. Handles conflict promptly, positively, courageously and constructively.					
47. Quickly and constructively addresses performance shortfalls - provides timely, private, behaviorally focused and substantiated feedback.					
48. Celebrates and supports those who are role models of good performance. Expects a passionate but realistic commitment to role, responsibilities, and performance.					
49. Creates an environment where individuals are inspired and committed – consciously helps others stay engaged and motivated.					
50. Stands up for and lives the organization's principles and values even when it is not convenient.					

Tally Box

Competency Score

1.	Value candor & honesty	1___2___3___4___	Total _____/20 =	_____
2.	Pursue the best over the easiest	5___6___7___8___9___10___	Total _____/30 =	_____
3.	Leverage the power of partnership	11___12___13___14___15___16___17___18___19___20___	Total _____/50 =	_____
4.	Focus the energy	21___22___23___24___25___26___27___28___29___30___	Total _____/50 =	_____
5.	Learn & grow continuously	31___32___33___34___35___36___37___38___39___40___41___	Total _____/55 =	_____
6.	Show the courage of accountability	42___43___44___45___46___47___48___49___50___	Total _____/45 =	_____

Results Rule!® Culture Assessment Profile Graph

Name: _____   Date: _____

Target date for review: _____

Results Rule!® Culture Assessment Development Goals:

Strengths on which to build	Opportunities for improvement
1.	1.
2.	2.
3.	3.
4.	4.