



Organizational Culture

Demonstrate through explicit behaviors and norms of leadership that all workers belong, are valued, and contribute meaningfully to the organization. Assess workers' engagement and feelings of respect.

Strategies and Actions

Infuse the workplace with respect and trust—show how your organization values workers.

- Be explicit about values and behaviors that demonstrate respect and trust in your organization. Make leaders role models and accountable for those values.
- Foster open communication, high performance, worker safety, and a workforce engagement.
- Identify unhealthy behaviors and demonstrate accountability for those actions, as well.
- Lead by example. Leaders should demonstrate the importance of work-life balance by taking paid leave, sick time, self-care, etc. Incorporate accountability by having these actions included in leadership evaluations.

Be intentional and strategic about improving the workplace climate.

- Annually assess your workplace climate, including workforce health, safety, security, and accessibility.
- Measure workplace climate performance/improvement goals.

Share tracked results for workforce engagement, satisfaction, and commitment to the organization's work.

- Recognize the difference between worker satisfaction and engagement. For engagement, track results related to safety, absenteeism, turnover, satisfaction, and complaints (grievances), as well as data on employer-provided training and the results of worker empowerment and representation initiatives.

Ensure that the workforce reflects the community and the organization.

- Recruit, hire, and onboard a workforce that represents the diversity of ideas, cultures, and thinking in your organization's hiring and customer communities.
- Ensure the inclusion of new workforce members within your organizational culture.

Make leaders accountable for workplace culture.

- Track multiple culture indicators, including perceptions of leaders' communication and ethical behavior.



- Track and act on results of oversight or audits.
- Connect management performance ratings to improving job quality, worker engagement, and satisfaction metrics.

Actively manage change.

- Prepare for and manage any periods of workforce growth or downsizing.
- Prepare your workforce for changes in organizational structure, workplaces, work systems, and technology, as needed.

Sample Resources

- [Baldrige Excellence Framework: 1.1 Senior Leadership](#)
- [Baldrige Excellence Framework: 5 Workforce](#)
- [Harvard Business Review – Real Mentorship Starts with Company Culture, Not Formal Programs](#)

