

## Example of Culture Maps of an HR Outplacement Company

CULTURE TYPE	SUMMARY DEFINITION	EVIDENCE Characteristics	KEY ISSUES Actions & Behaviours	MAJOR FOCUS Areas of Impact
<p><b>OUR DOMINANT CULTURE</b> (Where we have come from)</p>	<p><b>ESSENTIALLY ORDER PROCESSING</b></p> <p>Historically:-</p> <ul style="list-style-type: none"> <li>• <b>Buoyant market</b></li> <li>• <b>Huge market</b></li> <li>• <b>Entrepreneurial orientation</b></li> <li>• <b>Lack of competition</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organisational Structure</b> Big company mentality, management not hungry, things get referred 'up the line'</li> <li>• <b>Rewards/Incentives</b> No financial incentive</li> <li>• <b>Controls /Measurements</b> No analysis, 'laissez faire' attitude, lack of accountability</li> <li>• <b>Communications</b> We don't have to promote ourselves</li> <li>• <b>Environment</b> Dull, lack of buzz, corridors with lots of little offices</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Patching &amp; mending</b></li> <li>• <b>Order processing</b></li> <li>• <b>Everyone's a manager</b></li> <li>• <b>Reactive</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Delivering the service</b></li> <li>• <b>Satisfying an established demand</b></li> </ul>

CULTURE TYPE	SUMMARY DEFINITION	EVIDENCE Characteristics	KEY ISSUES Actions & Behaviours	MAJOR FOCUS Areas of Impact
<p><b>OUR ENACTED POSITION</b> (Where we actually are now)</p>	<p><b>NO CHANGE</b>  (However the market has changed around us)</p>	<p><b>NO CHANGE</b></p>	<ul style="list-style-type: none"> <li>• We've recognised the need for change</li> <li>• Greater pro-activity</li> <li>• Sales &amp; Operations have been brought together</li> <li>• Appointment of external consultants and launch of business development project</li> </ul>	<ul style="list-style-type: none"> <li>• Sales</li> <li>• Getting more business</li> </ul>
<p><b>OUR DESIRED POSITION</b> (Where we want to get to)</p>	<p><b>SALES ORIENTATION</b></p>	<ul style="list-style-type: none"> <li>• Focused on getting in front of more prospects and increasing our conversion rates</li> <li>• Success driven</li> <li>• Hungry / Motivated</li> <li>• Broader awareness of what's going on out there and what we've got to do to get the business</li> </ul>	<ul style="list-style-type: none"> <li>• Breaking down functional barriers</li> <li>• Increased sales</li> <li>• Becoming feared by our competitors</li> <li>• Increased outplacement market share</li> </ul>	<ul style="list-style-type: none"> <li>• Getting more sales</li> <li>• Greater understanding and support for the whole process of getting more sales</li> </ul>

## Example of a Gap Map for a HR Company

