

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

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

Example of a Gap Map for a HR Company

