

CULTURE SNAPSHOT

Twenty statements. Ten minutes. A straight read on whether your culture is helping the business execute or working against it.

How to use it

Rate each statement for how true it is in your company today, not how you would like it to be. 1 means strongly disagree, 5 means strongly agree. Do it alone first. Then hand a blank copy to two people who do not report to you and compare.

1. Trust and psychological safety

Statement	1	2	3	4	5
People can say what they actually think in a meeting without paying for it later.	☐	☐	☐	☐	☐
Employees trust leadership to act in the company's best interest.	☐	☐	☐	☐	☐
People respect each other's opinions and each other's work.	☐	☐	☐	☐	☐

2. Leadership and accountability

Statement	1	2	3	4	5
Leaders adapt when things change instead of defending how it used to be done.	☐	☐	☐	☐	☐
When a team falls short, its leader owns it before looking for who to blame.	☐	☐	☐	☐	☐
Leaders care how employees experience the company, and it shows.	☐	☐	☐	☐	☐
Leaders follow the rules and expectations they set for everyone else.	☐	☐	☐	☐	☐

3. Performance, risk, and pressure

Statement	1	2	3	4	5
People are encouraged to take smart risks to get a better result.	☐	☐	☐	☐	☐
Performance expectations are clear and enforced the same way for everyone.	☐	☐	☐	☐	☐
The pressure to perform here is motivating, not exhausting.	☐	☐	☐	☐	☐

4. Strategy, goals, and alignment

Statement	1	2	3	4	5
Company goals are clearly defined and most people could tell you what they are.	☐	☐	☐	☐	☐
Day-to-day decisions line up with what the company says it is trying to do.	☐	☐	☐	☐	☐
Leaders are aligned on priorities; people get the same answer from each of them.	☐	☐	☐	☐	☐

5. Structure, autonomy, and enablement

Statement	1	2	3	4	5
Roles and responsibilities are clear. People know who decides.	☐	☐	☐	☐	☐
People have enough room to do their work well without checking every step.	☐	☐	☐	☐	☐
Teams have the tools and information they need to adapt quickly.	☐	☐	☐	☐	☐

6. Growth, stability, and future readiness

Statement	1	2	3	4	5
Leaders actively mentor and develop the people under them.	☐	☐	☐	☐	☐
Employees can see a future for themselves here.	☐	☐	☐	☐	☐
The company feels stable and well-managed from the inside.	☐	☐	☐	☐	☐
Change happens fast enough here to stay competitive.	☐	☐	☐	☐	☐

YOUR SCORE

Add up all twenty ratings and divide by 20. That is your Snapshot score. Then score each dimension on its own; the average hides where the friction is.

Score	Read	What it usually means
4.3 to 5.0	Performance-ready	Culture is supporting execution and growth. Protect it; it will be tested by the next round of hiring.
3.6 to 4.2	Stable but strained	Things work, inconsistently. Scale will expose the inconsistency before you see it in the numbers.
2.8 to 3.5	At risk	Cultural friction is slowing execution now. People are working around problems instead of through them.
Below 2.8	Growth-constraining	The culture is working against results. Growth will make it worse, not better, until the causes are addressed.

Dimension scores

Dimension	Average	Lowest statement
1. Trust and psychological safety		
2. Leadership and accountability		
3. Performance, risk, and pressure		
4. Strategy, goals, and alignment		
5. Structure, autonomy, and enablement		
6. Growth, stability, and future readiness		

Three things to notice

The gap between you and them. Scored alone, this is a self-portrait. The score that matters is the one your people would give; a gap of more than a point on any dimension is the first conversation to have.

Your lowest dimension is your growth ceiling. Whatever is lowest is what will break first as headcount grows. Fix that one before you add people to it.

Leadership and alignment travel together. Low scores on dimensions 2 and 4 at once almost always mean the leadership team is not aligned, and everyone below them knows it.

What to do with it

This snapshot is a starting point, not a solution. If it surfaced something you already suspected, that is the conversation to have. **The Huddle** is \$350 a month for exactly this: two calls a month with a fractional HR advisor, plus quick questions in between, for the growing pains that come with having outgrown doing it all yourself. Or grab 30 free minutes on my calendar and we will read your scores together.

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