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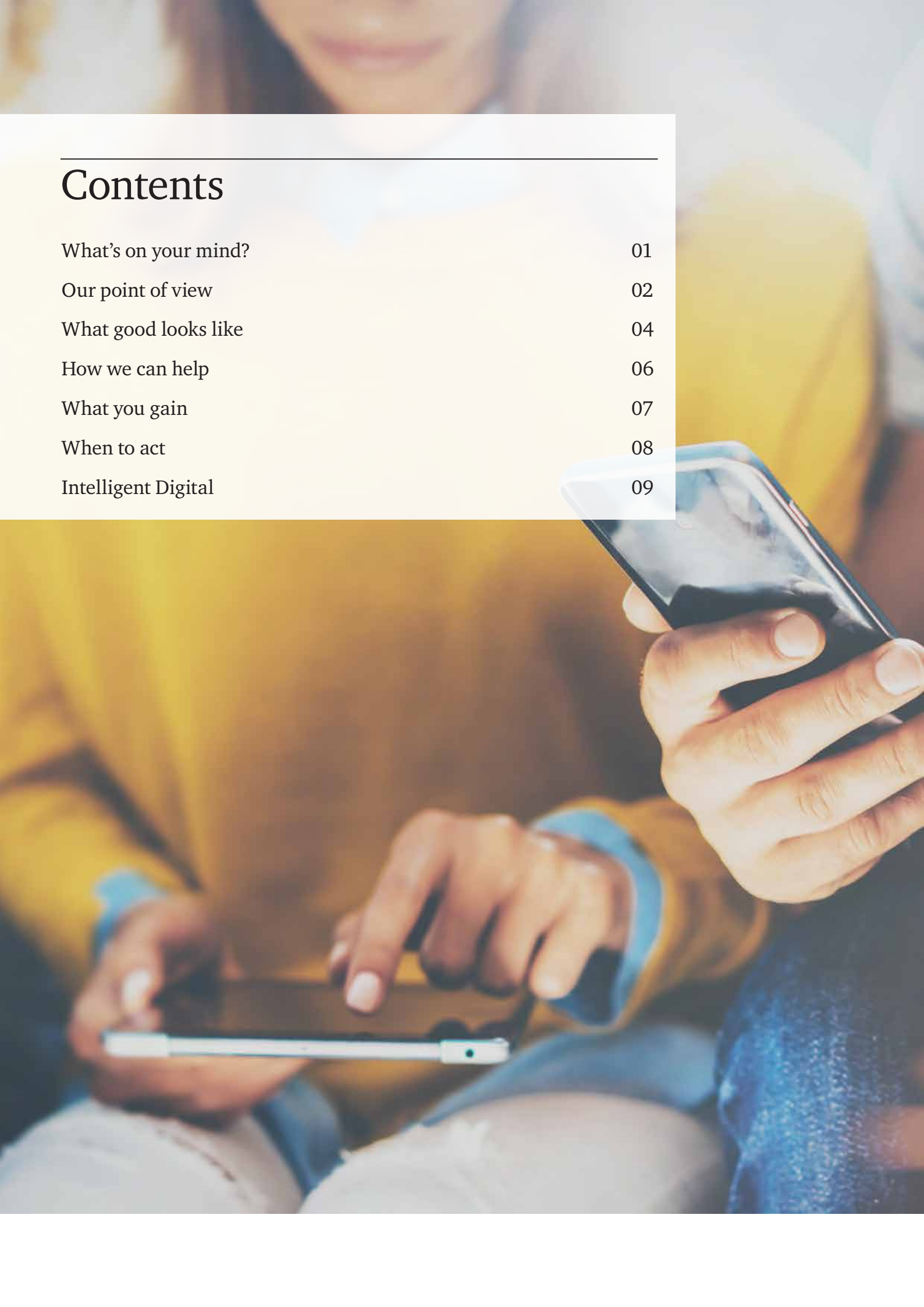
# Behavioural insight and optimising culture



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## What's on your mind?

Many businesses understand there are significant benefits to the development of a strong, inclusive and supportive company culture. There are advantages to be gained in terms of employee attraction, retention and performance.

However, many businesses are often challenged with how to assess the current standing of their culture, and the best ways to promote the most beneficial behaviours.

Undeniably, organisations that place a spotlight on their own corporate culture will be able to develop new insights that could help set them apart from their competition. Analysing the behaviour that you want to promote and that works best to bring out the skills and attitudes to help your teams to excel is essential.

That said, achieving this aim is not always simple. Here are some of the concerns our clients have shared with us when it comes to ensuring their corporate values and culture are on the right track:

*“I know culture is important, but where do I start?”*

*“Are my values and behaviour aligned to my strategy?”*

*“How can I assess and measure behaviour?”*

*“We have made an attempt to measure our behaviour, but I don't know what to do with the results or how I can use them to change behaviour.”*

*“Our internal audit team want to include culture and values as part of their remit, but don't know how to do this.”*

*“We know what culture and behaviours we want in our people, but we don't know if it's being lived out in practice.”*



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# Our point of view

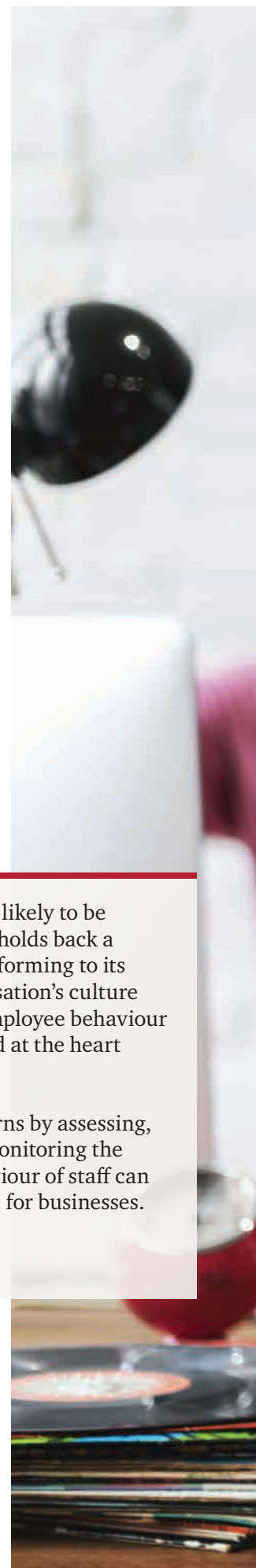
Corporate culture plays an important role in maintaining a strong business, so organisations should come to us when they require support in this area. PwC is able to provide a range of services that define, review and assess existing culture and practices within a business. This can then be followed up with solutions designed to ensure company culture reflects a business' values and strategic objectives.

Not understanding your existing culture means opportunities could be missed to enhance reputation and productivity, as well as the potential alienation of and a lack of engagement among staff. Understanding culture and its impact on your organisation is therefore essential.

Major issues like data loss, negligence or poor service rarely arise as a result of technology failure.

Instead, it is more likely to be human error that holds back a business from performing to its fullest. An organisation's culture and embedded employee behaviour can often be found at the heart of problems.

Addressing concerns by assessing, identifying and monitoring the culture and behaviour of staff can be highly valuable for businesses.





Dashboard

Account

Companies

Total sales | Sales Increase

Jan Feb Mar Apr May Jun Jul Aug

4.0 m\$  
3.5 m\$  
3.0 m\$  
2.5 m\$  
2.0 m\$  
1.5 m\$  
1.0 m\$  
0.5 m\$

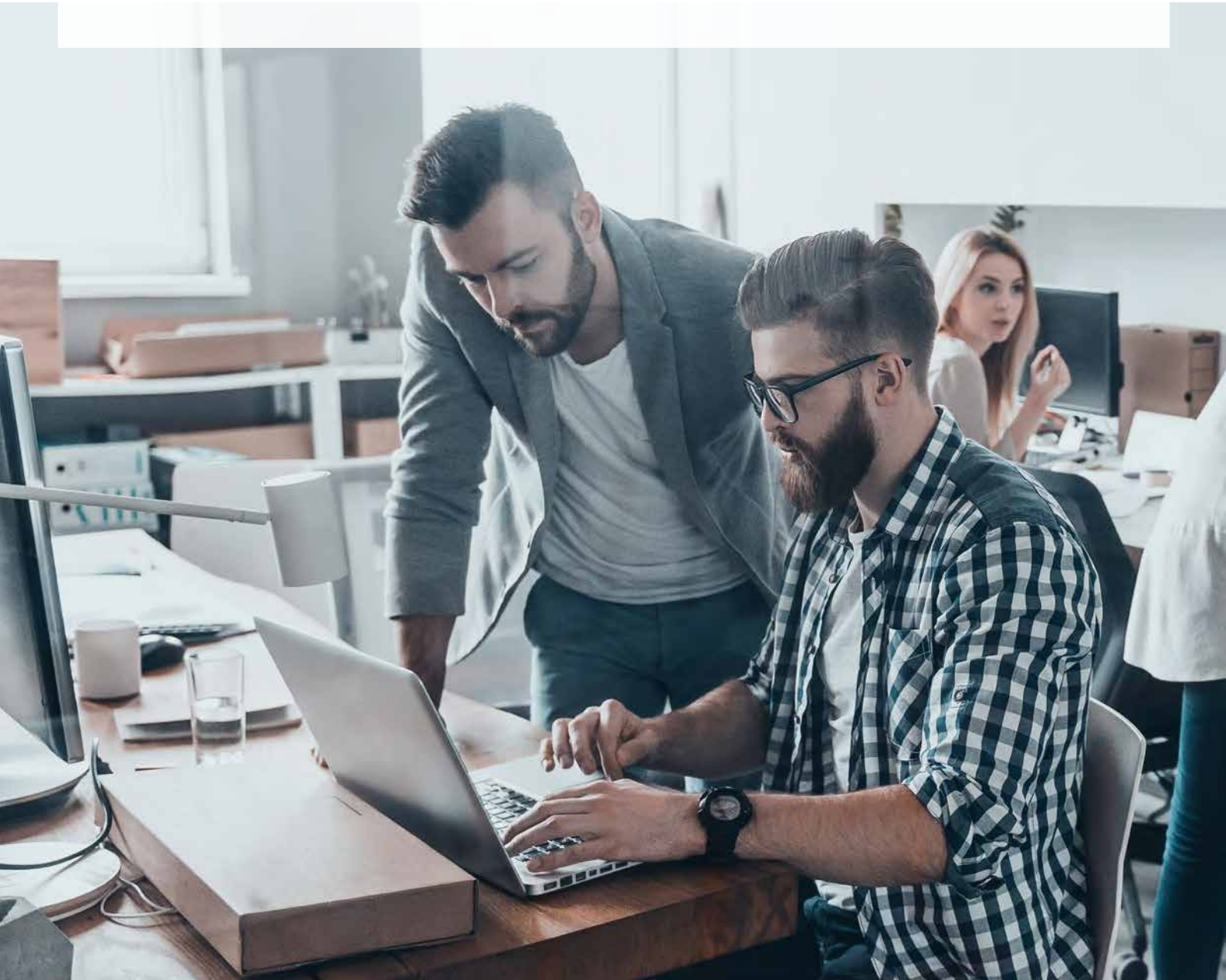
Report

23 Order from  
15 customer

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# What good looks like

Appreciating the impact of a positive corporate culture and promoting the behaviour needed to support this are the hallmarks of effective cultural and behavioural support.



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Here are some of the reasons our services can prove useful to your business:

***Defining the ‘moments that matter’***

The ‘moments that matter’ are those key events where business culture can play a crucial role in ensuring positive outcomes. Instances that can make or break your business happen all the time. Examples include how your employees react when faced with an ethical dilemma, such as a bribe, through to dealing with poor performance or carrying out a decision to acquire another business. How you define these moments and what you see as best practice at these times can have a significant impact on your reputation and how your business is perceived.

***Agile and innovative responses***

When risks surrounding your cultural identity have been revealed, we work to ensure new behaviours are instilled and reinforced within your business to generate positive outcomes. We help our partners to determine what these behaviours should be and put in place the necessary frameworks and support to make them happen.

***Track record of success***

During recent years, there have been numerous examples of how our support has helped businesses see their corporate culture flourish, including:

- Carrying out a global culture assessment covering the UK, US and Mexico for one client, focused on qualitative and quantitative techniques to assess how their current business values were understood and demonstrated.
- Assessing the culture of two back office functions for a client to facilitate their integration. PwC led a programme for change incorporating the design of clear interventions, including the retention of talent, use of social technology and engagement of leaders.
- The development of a client’s multi-year cultural assessment framework, including team workshops to focus on upskilling and supporting employees in their shift to new behaviours and ways of working.

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# How we can help

At PwC, we offer a range of tailored services to help organisations to better understand and promote the values that are meaningful to them.

Our services include:



### **Defining cultural aspirations in line with strategy**

Knowing precisely the type of culture that your leadership team hopes to promote and be a part of is important to being able to plan effectively for the future. We want to ensure your organisation has an in-depth understanding of its cultural goals and ideals in order to develop the necessary frameworks and actions to make this a reality.



### **Assessing current culture**

Before any positive steps can be taken, the first thing any business should do is to assess its current cultural standing. Knowing what your employees believe and whether they uphold the required ideals of your organisation is essential. At PwC, we achieve this by employing our extensive experience in organisational psychology and assurance expertise. This helps our clients to understand their present culture and whether it creates a unique competitive advantage or places them at risk.



### **Identifying behavioural priorities**

Outlining the ‘moments that matter’ for your business, we are able to identify the behaviours and attitudes that should be instilled at the core of your business. We work to sharpen behaviour at these moments of importance to help businesses ensure more productive and positive outcomes are achieved, based upon their underlying culture.



### **Intervening to evolve culture**

Drawing on behavioural reinforcers, our experts are able to educate staff on the importance of culture and how their behaviour and way of working influences and impacts the wider business. We can provide in-depth one-to-one and workshop training to achieve this, as well as create larger frameworks for cultural and behavioural best practice in line with risk appetites and strategic business goals.




### **Monitoring progress**

We offer ongoing support and reporting on the outcome of behavioural and cultural change efforts, with a focus on identifying issues and areas of success to keep clients and their stakeholders fully informed on progress.



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# What you gain



Our clients have access to the valuable experience of our team in the delivery of behavioural and cultural assessments and support spanning a wide range of industries. The backing of PwC can help in the development of a positive corporate culture for your business.

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One of the primary benefits of this suite of services is its ability to help leaders to ***improve their understanding of existing corporate culture***. We ensure no stone is left unturned in identifying the current cultural makeup of your business.

Furthermore, we offer the ability to ***help companies to address cultural issues identified*** and put in place the necessary framework of processes and actions to improve their long-term cultural standing.

Finally, with our support, our clients are able to ***fine-tune employee behaviours to support a positive, productive business mindset***. We help you to put in place the necessary behavioural safeguards and training that can transform the way employees and customers interact with and think about your organisation.

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# When to act

Understanding when to act and when to seek support in the area of behavioural insight and optimisation is important. At PwC, we've identified a number of triggers that should make our clients reach out and consider how our services could be of benefit to them.

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Some of these common prompts to action include:



*A change in business strategy that could impact corporate culture*



*Recently refreshed rules on code of conduct or values*



*Your business is pursuing a new direction/has refreshed goals*



*Regulatory intervention, i.e. cases of data loss or malpractice*



*Wider concern surrounding corporate culture within your sector*

# Intelligent Digital

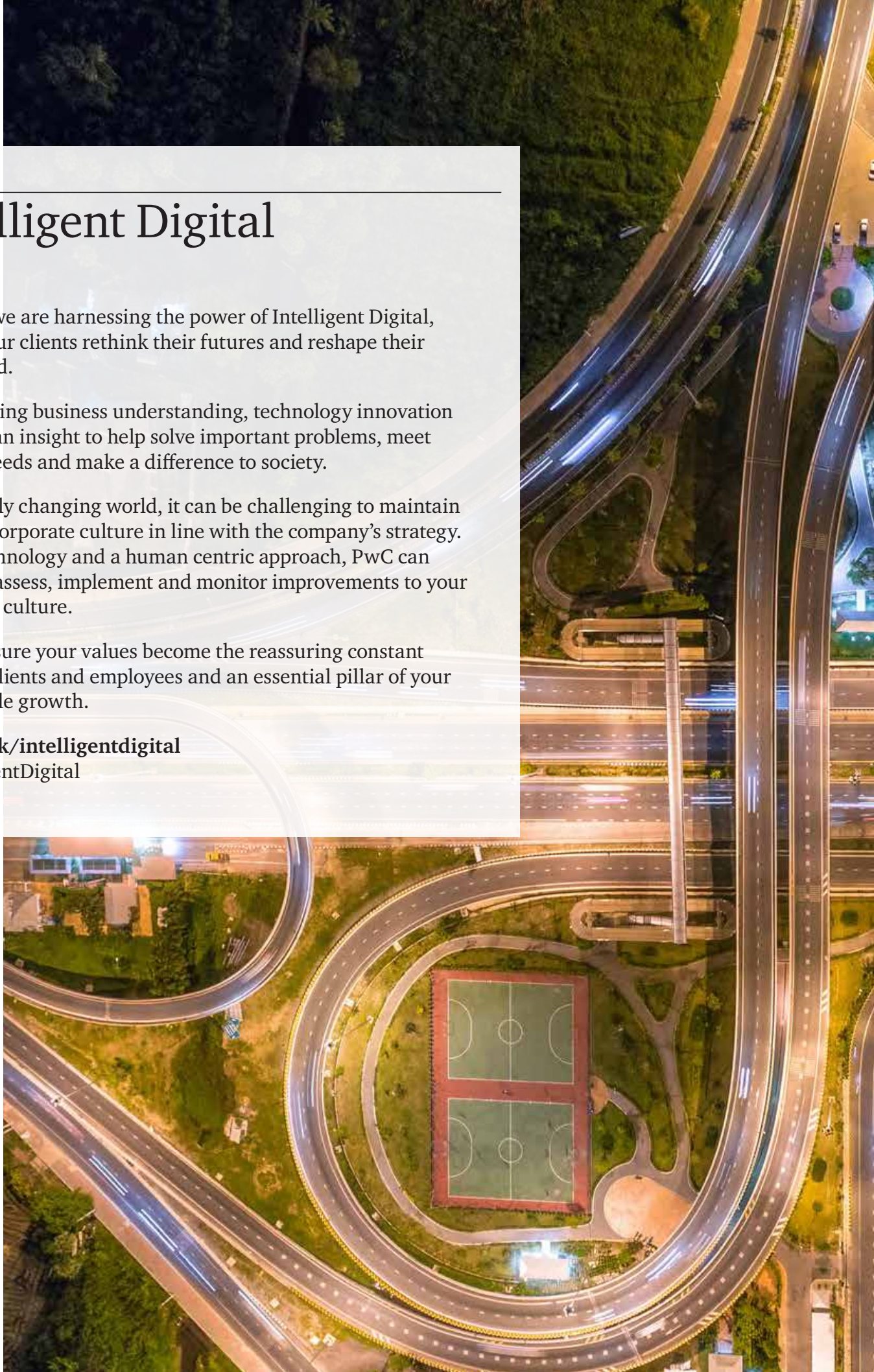
At PwC, we are harnessing the power of Intelligent Digital, helping our clients rethink their futures and reshape their own world.

We are using business understanding, technology innovation and human insight to help solve important problems, meet human needs and make a difference to society.

In a rapidly changing world, it can be challenging to maintain a strong corporate culture in line with the company's strategy. Using technology and a human centric approach, PwC can help you assess, implement and monitor improvements to your corporate culture.

To make sure your values become the reassuring constant for your clients and employees and an essential pillar of your sustainable growth.

[pwc.co.uk/intelligentdigital](https://pwc.co.uk/intelligentdigital)  
#IntelligentDigital



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# Get in touch



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September 2018/180823-144803-KK-OS