

Building a Strong Organizational Culture

The Role of the
TD Function



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The Report

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What is Organizational Culture?

For the purposes of this research, ATD uses the following definition:

Organizational culture encompasses the values and behaviors that contribute to the social and psychological environment of a business.³ Organizational culture is reflected in employee benefits, turnover, hiring decisions, treatment of employees and clients, client satisfaction, and every other aspect of operations.

The Report

-439 respondents

-75 percent are members

-Top industries are healthcare and social assistance, FIRE, and educational services

-27 percent are directors or executives

-44 percent represented organizations with under 1000 employees

What are High Performers?

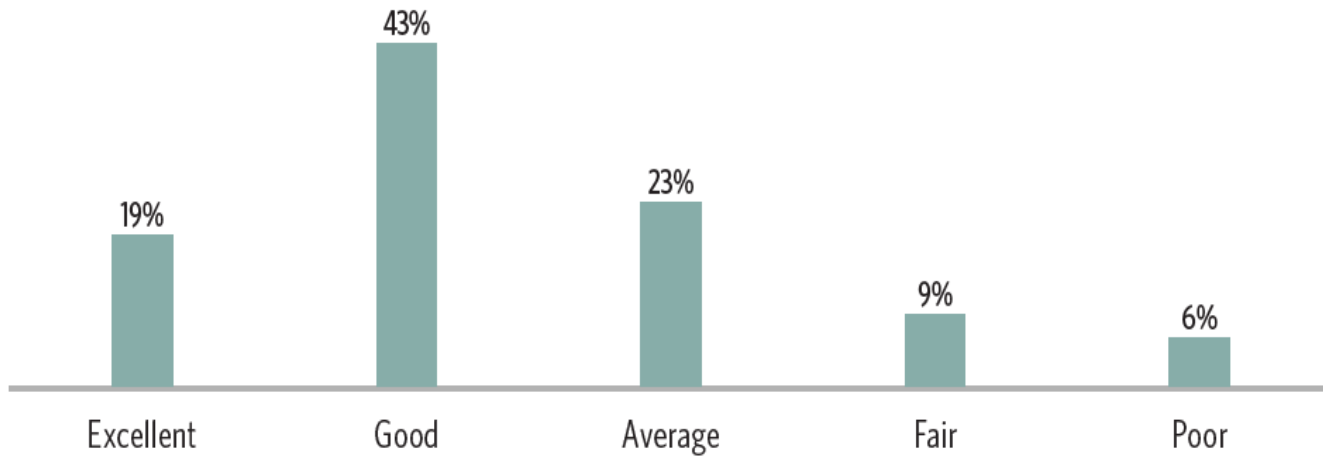
Defining High Performers

This report identifies practices associated with being a high performer. In this report, high-performing organizations are those that met two criteria:

- They reported themselves as performing as well as or better than their competitors in financial performance, customer and client satisfaction, employee engagement, and growth potential for the next five years.
- They strongly agreed that their talent development functions helped them achieve their business goals.

Rating Organizational Culture

How would you rate your organizational culture overall?

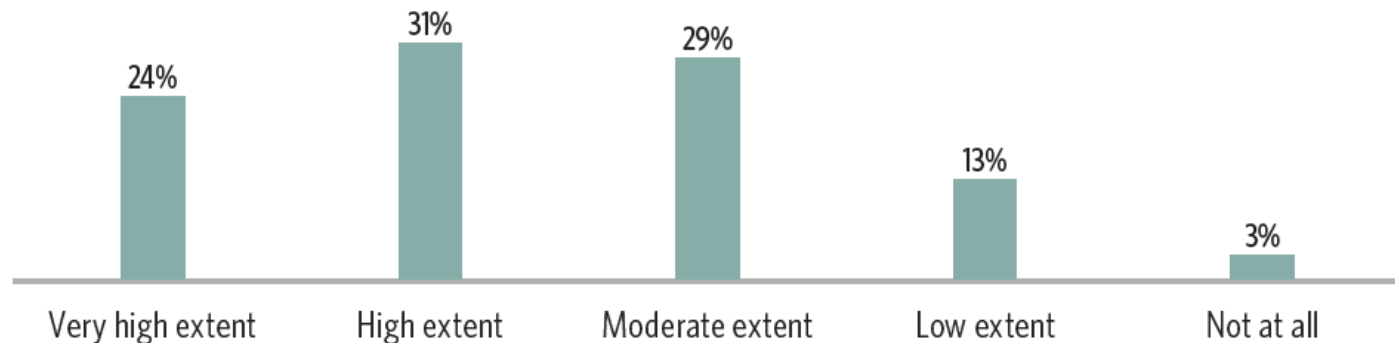


POLL:



Communicating the Importance of Culture

To what extent do senior leaders and executives communicate that organizational culture is important for success?



Elements of Organizational Culture

Please rate the following statements about your organizational culture.



Percentage responding agree or strongly agree.

Elements of Organizational Culture

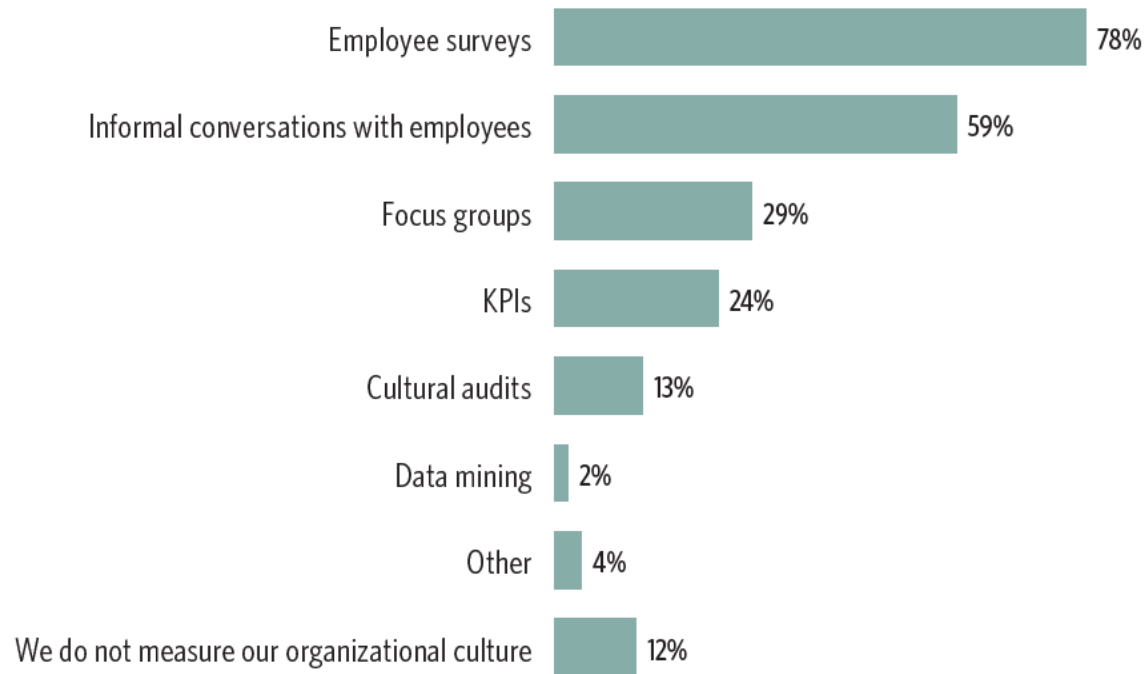
Please rate the following statements about your organizational culture.



Percentage responding often or always.

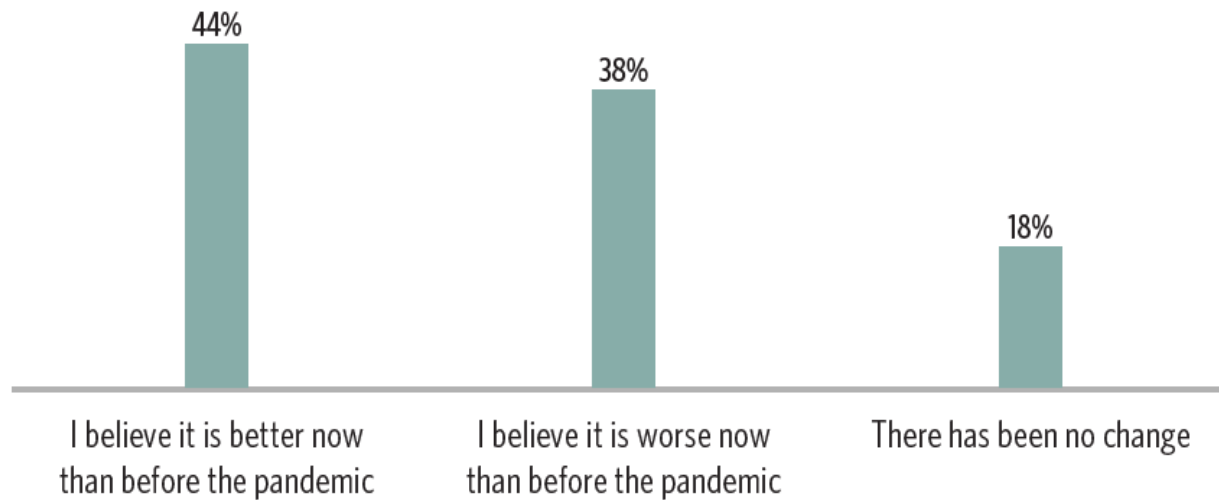
Measuring Organizational Culture

How do you measure your organizational culture? (Choose all that apply.)



Culture Changes Since the Pandemic

Since the beginning of the pandemic, how has your organizational culture changed?

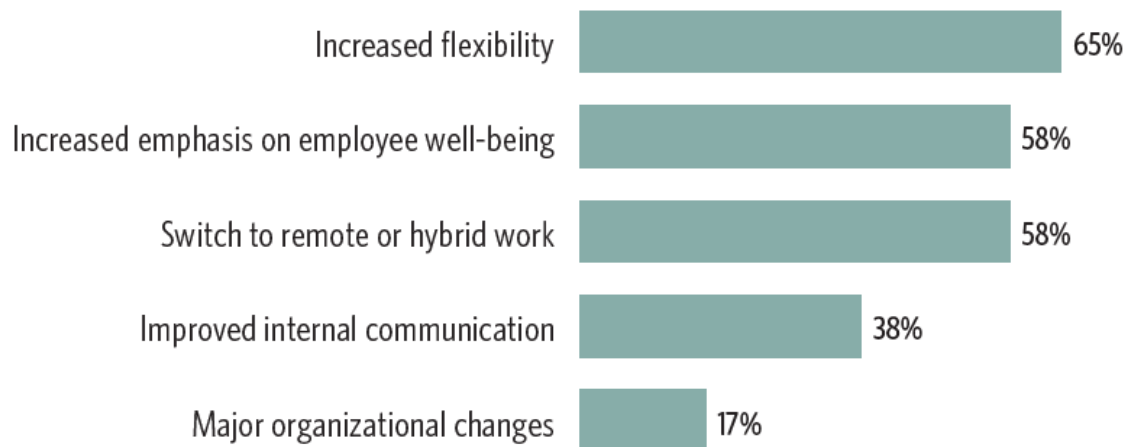


POLL:



Improved Organizational Culture

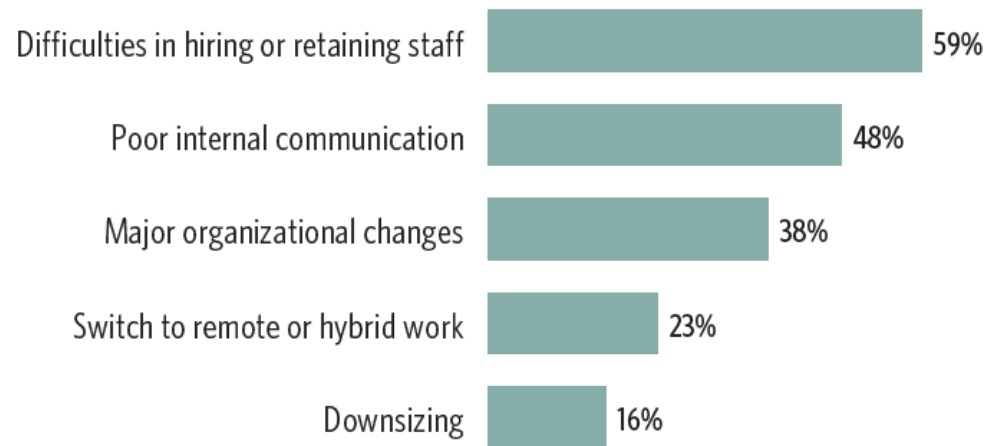
To what extent did the following help improve your organizational culture since the beginning of the pandemic?



Percentage responding high extent.

Worsened Organizational Culture

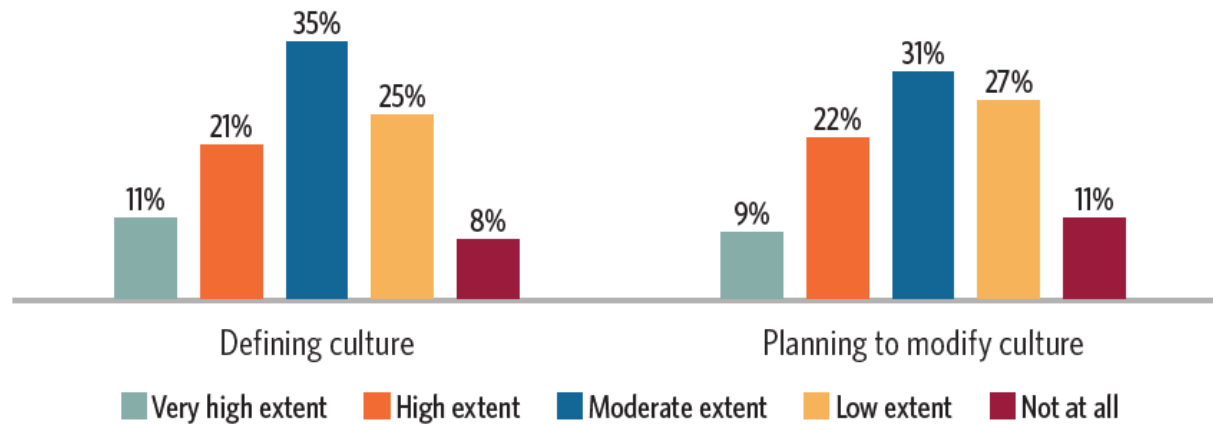
To what extent did the following worsen your organizational culture since the pandemic?



Percentage responding high extent.

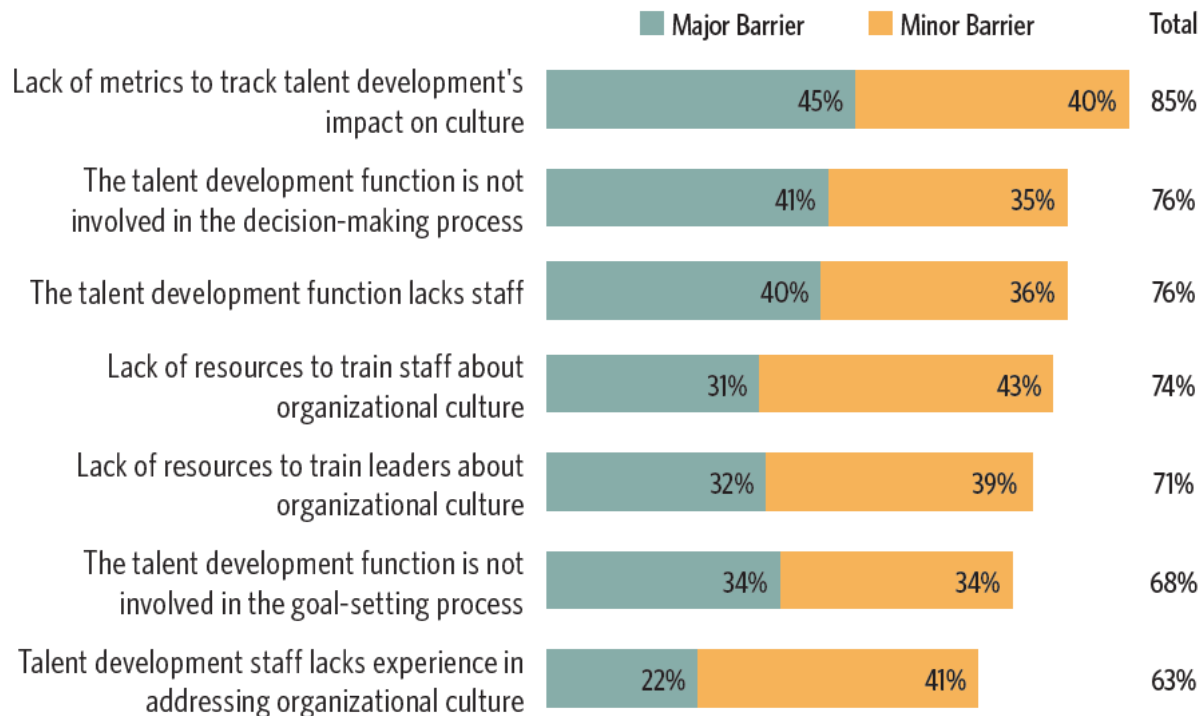
Talent Development and Culture

To what extent does your talent development function play a role in organizational culture?



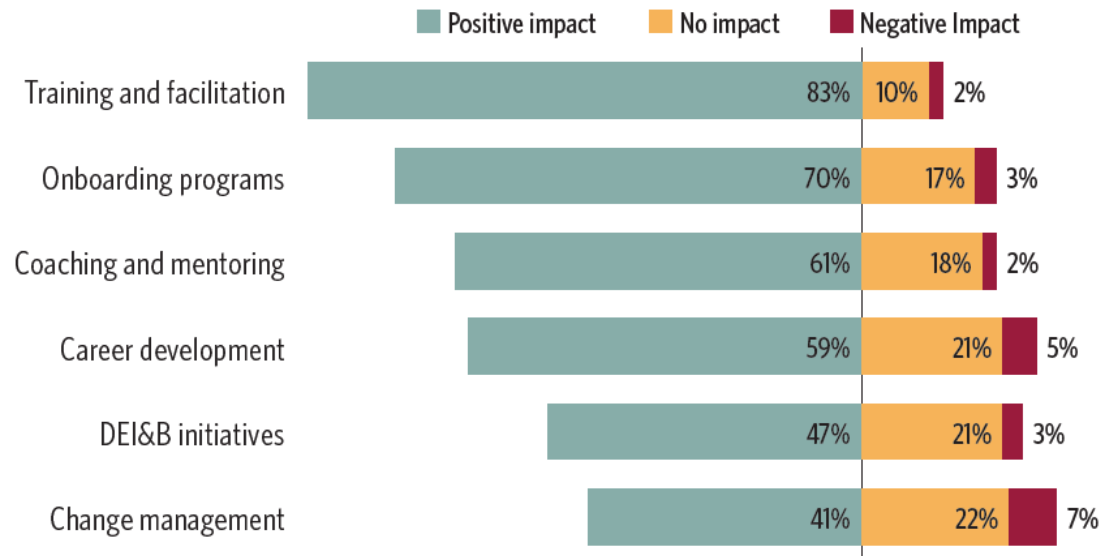
Barriers to Influencing Culture

How would you rate the following potential barriers to influencing culture at your organization?



Impact of TD on Organizational Culture

To what extent do these elements of the TD function have an impact on your organizational culture?



Organizational Culture and the Future

-Balance between needs of individual, team, and organization

-Flexibility

-Responding to external forces

Organizational Culture in 2023

Initiatives include:

-DEI&B

-Onboarding

-Leadership training

-Policies and procedures

Best Practices

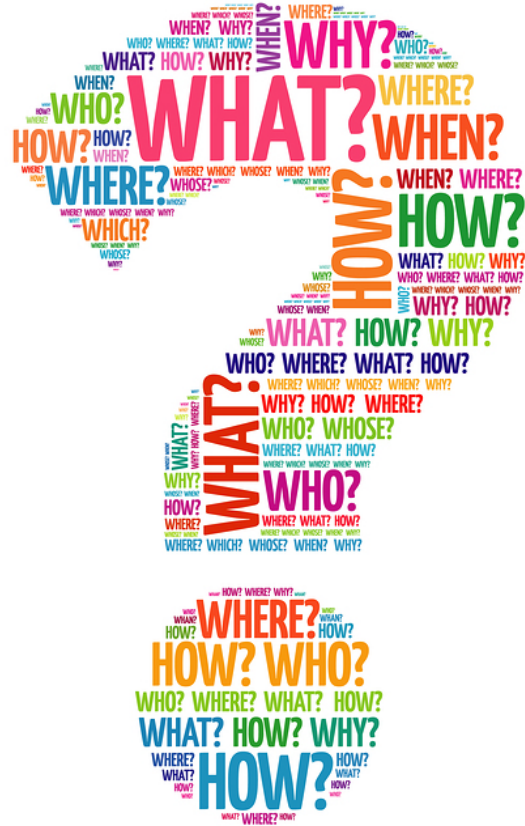
- ✓ It Takes a Village

- ✓ Fully Involve the TD Function

Best Practices

✓ Measure Your Progress

Audience Questions



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