

Assessment: XM-Centric Culture

Original Resource: *The XM Operating Framework*

SUMMARY

Experience Management (XM) programs are all about driving change, which is impossible if an organization's culture creates significant internal resistance. To build a successful, sustainable XM program – whether that's customer experience (CX), employee experience (EX), brand experience (BX), etc. – the organization must foster an environment that instills XM-centric mindsets and beliefs in leaders and employees throughout the business. A supportive, nurturing culture can accelerate the adoption of XM Competencies and Technologies, whereas an inhibiting culture can prevent XM practices and activities from taking hold. Use the Culture Assessment on page 2 to evaluate how XM-centric your organization's culture currently is and which elements you need to invest in improving to achieve your XM ambitions.

THE FOUR ATTRIBUTES OF AN XM-CENTRIC CULTURE

Culture – which, simply defined, is about how employees think, believe, and act – is one of the [three building blocks](#) of a successful XM program, alongside Technology and Competencies. To achieve sustainable XM success, organizations need the ambition to change, the Technology to scale the change, the Competencies to drive the change, and the Culture to support the change. To build a culture where XM-centric mindsets and behaviors are ingrained throughout the business, organizations should focus on cultivating four attributes:

- 1. Purpose-Led.** People make decisions that are consistent with a well-understood mission and set of values. Having a clear, shared organizational purpose will align, motivate, and empower people across the business. In a Purpose-Led culture, the company mission drives decision-making and company values drive behaviors, allowing people to understand and anticipate how decisions will be made and adjust their behavior accordingly. Three characteristics of a Purpose-Led culture are *Mission*, *Values*, and *Consistency*.
- 2. Human-Centric.** Everyone at an organization demonstrates empathy for its customers and employees. Experiences are created and consumed by human beings (customers, employees, partners, etc.), so organizations must cater to how people think, feel, and act. In a Human-Centric culture, the organization recognizes that business success is driven by engaged employees and loyal customers, so it treats employees as critical assets who need to feel engaged and customers as human beings who need their emotional needs met. Three characteristics of a Human-Centric culture are *Caring*, *Inclusive*, and *Responsive*.
- 3. Change-Minded.** The organization regularly makes improvements without significant internal resistance. For any major XM initiative to succeed, many employees will inevitably have to change their behaviors. In a Change-Minded culture, people embrace the idea that adjusting is a way of life and actively seek to learn from successes and failures, applying what they uncover to future attempts. Three characteristics of a Change-Minded culture are *Learn*, *Improve*, and *Adapt*.
- 4. Evidence-Based.** The organization relies on data and analysis to make key decisions. Fundamentally, Experience Management is about making smarter, faster decisions with data. For XM practices to take root, people across the business need to embrace the potential of data insights to help them in their everyday roles. In an Evidence-Based culture, people make decisions based on facts rather than intuition and constantly look for ways that data analysis can provide more useful recommendations to guide their decisions and behaviors. Three characteristics of an Evidence-Based culture are *Decisions*, *Transparency*, and *Access*.

HOW TO USE

You can use this assessment in a number of different ways to build a more XM-centric culture:

- + **Self-assessments.** Take the test yourself and identify the headwinds and tailwinds of your organization's culture. You can also use the evaluation for different departments or business units.
- + **Group discussions.** Have multiple people complete the self-assessment and then review the results as a group. Discuss the nurturing and inhibiting elements you've identified as well as which areas you agree and disagree on.
- + **Action planning.** Delivering XM does not always require long-term cultural shifts or large-scale change management. Instead, think about what small, but consistently applied, changes could positively how people think, believe, and act.
- + **Progress tracking.** Repeat the self-test every 12 to 18 months to track your progress and identify your key areas of focus. The goal is to drive an ongoing discussion and continue evolving your culture.

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To what degree does your organization demonstrate these characteristics?

1: Never

2: Infrequently

3: Sometimes

4: Frequently

5: Always

1. Employees are motivated by the organization's mission	<input type="text"/>
2. Employees use the organization's values to guide their decisions	<input type="text"/>
3. Leaders behave consistently with a clearly articulated set of organizational values	<input type="text"/>
PURPOSE-LED total	<input type="text"/>
4. Leaders actively seek to understand what customers and employees are thinking and feeling	<input type="text"/>
5. The organization treats all employees as valuable members of a single team	<input type="text"/>
6. The organization treats customers differently based on their individual needs	<input type="text"/>
HUMAN-CENTRIC total	<input type="text"/>
7. Employees treat mistakes as learning opportunities, rather than assigning blame or punishment	<input type="text"/>
8. The organization regularly makes improvements to the way that it operates	<input type="text"/>
9. Employees demonstrate a willingness to embrace new ideas and adapt to change	<input type="text"/>
CHANGE-MINDED total	<input type="text"/>
10. Leaders engage in data-informed decision making, rather than relying on intuition	<input type="text"/>
11. The organization shares data and insights that enable transparency and collaboration	<input type="text"/>
12. Employees have access to the data and tools they need to make well-informed recommendations	<input type="text"/>
EVIDENCE-BASED total	<input type="text"/>

OVERALL total

EVALUATE THE RESULTS:

Category Results (total score):

Less than **5**: **Very Inhibiting**

5 to **7**: **Inhibiting**

8 to **10**: **Neither Inhibiting Nor Nurturing**

11 to **13**: **Nurturing**

14 or **15**: **Very Nurturing**

XM-Centric Culture Level (overall total):

Less than **24**: **Very Inhibiting**

24 to **32**: **Inhibiting**

33 to **41**: **Neither Inhibiting Nor Nurturing**

42 to **50**: **Nurturing**

51 or higher: **Very Nurturing**