

DESIGNING A CULTURE FOR SUCCESS

The Avvio Reply culture
transformation offering



WHAT IS COMPANY CULTURE?

Beyond the ping-pong tables and free snacks lies the most powerful asset in your organisation:



It's the invisible operating system guiding how your team makes decisions, how they work together, and how they get work done. Defined by your purpose, values, and behaviours, it's the simple answer to, "How do we do things around here?"

It influences everything, from strategic choices to day-to-day communication, shaping employee experience, performance, and your bottom line.

CULTURE ISN'T ACCIDENTAL.

It's either designed with intention or developed by default.



A toxic culture decreases productivity by 40%, while an effective culture increases productivity by 20%, and a positive culture by 30-40%.



OCAI

WHY DOES A STRONG COMPANY CULTURE MATTER?

Positive company culture is a crucial factor in long-term success.

It's what separates companies that thrive from those that merely survive. A weak culture quietly undermines your every goal.



Cultural connectedness – employees feeling they identify with, care about and belong within the organisation – is crucial for sustaining performance and retention.
Gartner

Put simply, culture pays. Companies with thriving cultures can see up to a **4X INCREASE IN REVENUE GROWTH.**

Kotter and Heskett, cited by Forbes

1.

ATTRACTS AND RETAINS TOP TALENT

In a competitive market, culture is your edge. It draws high performers by creating a place where people feel valued and respected, building loyalty and reducing costly turnover.

2.

DRIVES PERFORMANCE

A strong culture fuels engagement and innovation. With shared purpose and psychological safety, teams take ownership, boosting productivity and business results.

3.

FOSTERS AGILITY AND ADAPTABILITY

In a culture of trust, people feel safe to experiment and adapt. They share ideas, solve problems fast, and stay connected through change; building resilience that fuels long-term growth.

4.

BUILDS AN AUTHENTIC BRAND

Internal culture shapes your external reputation. When people believe in what they do, they become the most authentic ambassadors for your business, attracting top talent and loyal customers.

5.

EMPOWERS ALIGNED DECISIONS

Clear values and behaviours guide smart, autonomous choices aligned with strategic goals. Leaders can focus on the vision, confident the team will deliver the details.

WHAT DOES A STRONG CULTURE LOOK LIKE?

Signs of a strong culture



The culture of any organisation is shaped by the worst behaviour the leader is willing to tolerate.



Steve Gruenert and Todd Whitaker



CLEAR PURPOSE AND BEHAVIOURS:

Your purpose and desired behaviours are clearly defined and consistently integrated into how you hire, reward your people, and make decisions.



MEANINGFUL RECOGNITION:

Recognition is directly and clearly tied to your company values and behaviours.



CONSISTENT MANAGER HABITS:

Every employee experiences great management, clear goals, regular feedback, and effective career coaching.



TRANSPARENT COMMUNICATION:

Leaders consistently provide context and share the “why” behind goals and decisions.



PSYCHOLOGICAL SAFETY:

Employees feel safe to raise risks, disagree respectfully, and share bad news early, knowing it will be valued as an opportunity to improve.



A FOCUS ON OUTCOMES:

An environment that prioritises and celebrates the measurable impact of work, not just the appearance of being busy.



A THRIVING LEARNING MINDSET:

Everyone constantly learns and improves through reflecting on successes and challenges.

WHAT DOES A STRONG CULTURE LOOK LIKE?

Great examples across industries



The only thing of real importance that leaders do is to create and manage culture. If you do not manage culture, it manages you.



Edgar H. Schein



THE INNOVATOR

Microsoft: The Culture Transformation

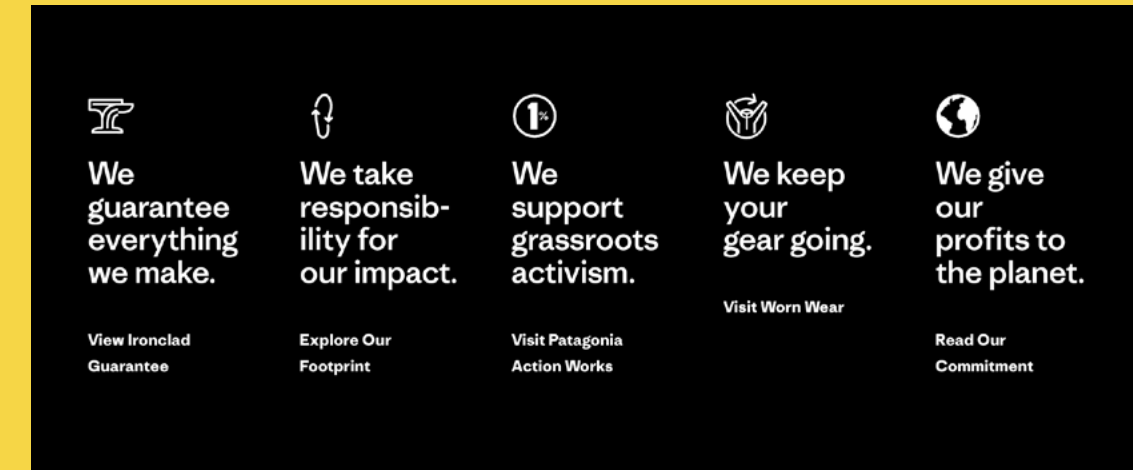
Under Satya Nadella, Microsoft shifted from a competitive “know-it-all” culture to a collaborative “learn-it-all” culture. They did this by championing a growth mindset and overhauling their performance systems to reward teamwork and learning, directly fuelling their comeback as a tech leader.



THE TRANSPARENT DISRUPTOR

Timpson: The Culture of Radical Trust

UK retailer Timpson built its legendary culture on “upside-down management.” By giving frontline colleagues complete autonomy to serve customers, famously trusting them with everything from pricing to recruiting ex-offenders, they have created a deeply loyal workforce and an impressive reputation for service.



THE MISSION-DRIVEN BRAND

Patagonia: The Activist Culture

Patagonia’s culture is rooted in its mission to save the planet. They empower employees to live this mission, famously offering to pay bail for staff arrested during peaceful environmental protests. This creates an intensely loyal workforce united by a purpose far greater than profit.

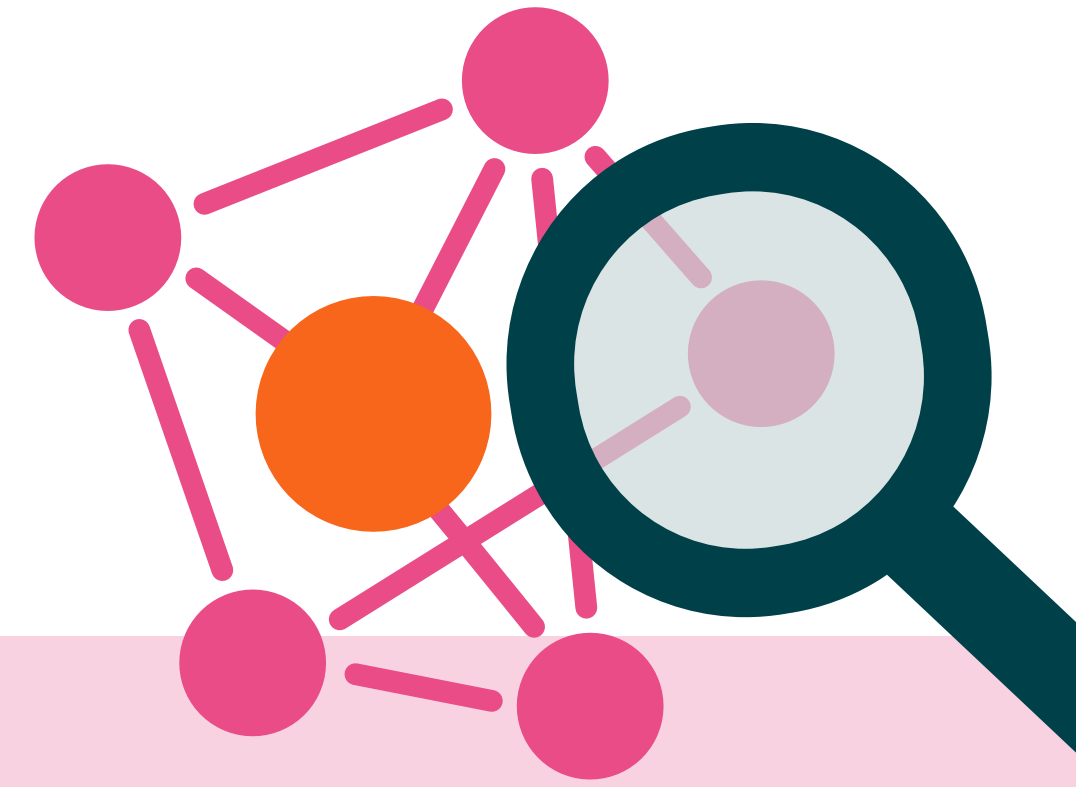


THE TRANSPARENT DISRUPTOR

Monzo: The Culture of Radical Transparency

Challenger bank Monzo disrupted the finance industry by building its culture on radical transparency. By making their product roadmap public and sharing internal data openly with staff, they foster a high-trust, feedback-driven environment that empowers employees and builds deep, lasting loyalty with customers.

What does *your* culture look like?



TO TRULY UNDERSTAND YOUR CULTURE, YOU NEED TO LISTEN IN TWO WAYS.

First, listen at scale using quantitative tools like surveys and data analytics to identify the dominant themes — **the “what.”**

Then, use qualitative methods like focus groups and interviews to uncover the stories and context — **the “why.”**

Combining data with dialogue gives a complete picture of your culture, helping you move beyond assumptions and focus precisely where change will matter most.

KEY WAYS TO UNCOVER THESE INSIGHTS INCLUDE:

PERCEPTION & SENTIMENT

How people *feel* about the culture

Example Tools/ Metrics

- Culture, engagement and pulse surveys
- eNPS
- Communication analysis, e.g. language used in emails, stories employees tell about the company
- External rating and review analysis, e.g. Glassdoor

BEHAVIOURAL EVIDENCE

What people *do* in practice

Example Tools/ Metrics

- 360 feedback
- Observation data, e.g. site visits, day in the life observations
- Behavioural pulse checks

BUSINESS OUTCOMES

Culture’s *impact* on business performance

Example Tools/ Metrics

- Retention
- Absenteeism
- Performance
- PESTLE analysis

PEOPLE PROCESSES

Whether HR processes *support* desired behaviours

Example Tools/ Metrics

- Promotion data
- Exit interview analysis
- Recruitment metrics
- Learning and development participation

QUALITATIVE INSIGHTS

Deeper context and meaning

Example Tools/ Metrics

- 121 interviews
- Focus groups

How do you shift culture?

IMPROVING CULTURE STARTS WITH CLEAR ACTIONS GROUNDED IN YOUR DATA AND INSIGHT.

Focus on initiatives that:

- Encourage open communication and flexible working
- Advance inclusion, well-being, and belonging
- Invest in recognition and career growth
- Strengthen collaboration and teamwork
- Embed shared values and behaviours
- Equip leaders to model the desired culture

These actions boost engagement, retention, and performance, building a genuinely positive workplace.



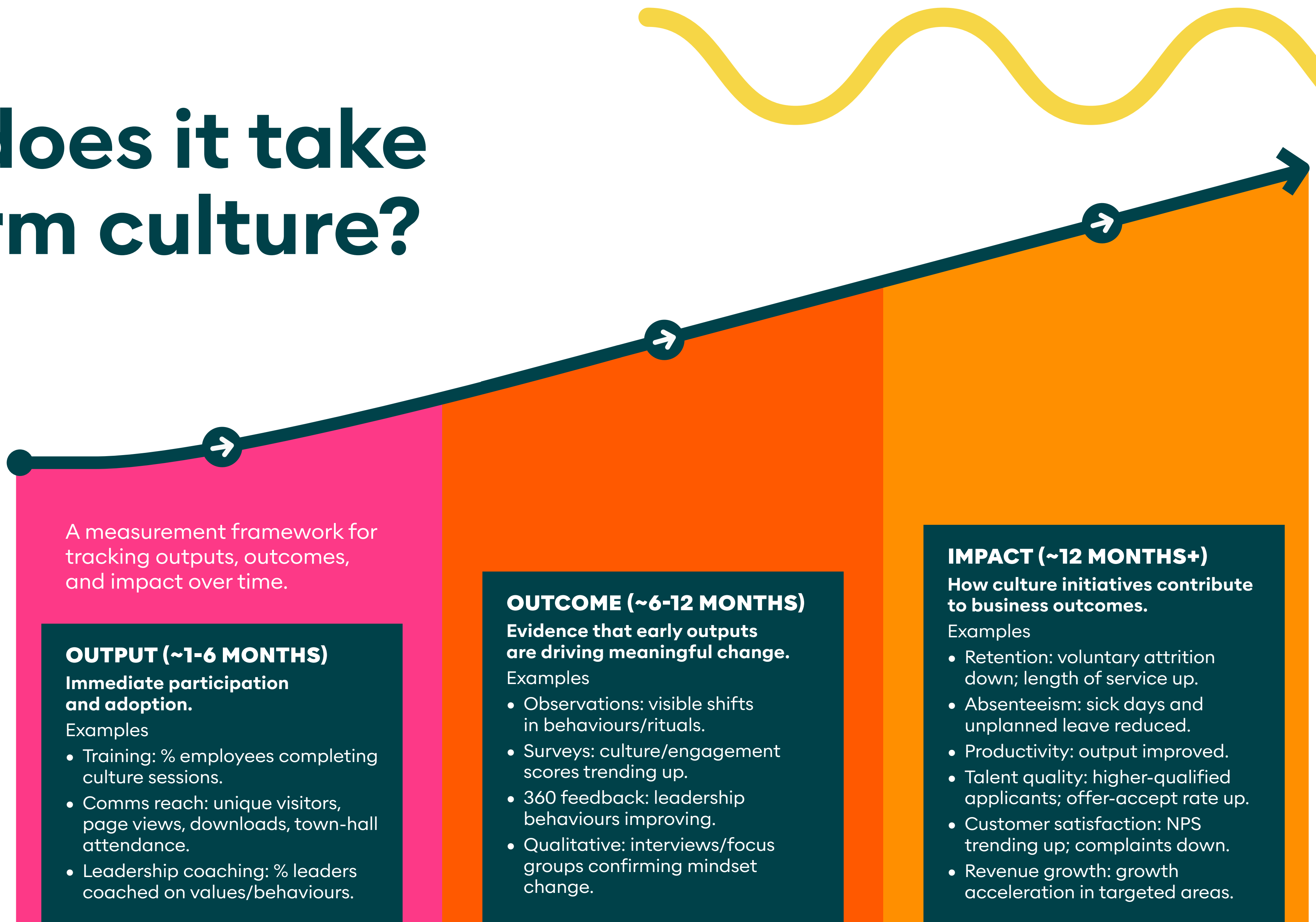
How long does it take to transform culture?

Transforming culture is often compared to turning a large ship; a gradual process that requires persistent, deliberate effort.

Plan for a one to five-year journey, depending on factors such as company size, scope of the transformation, and leadership commitment.

Don't let the long horizon slow you down. By pairing a clear, long-term plan with short-term milestones, you can build momentum early and sustain it over time.

THE GOAL ISN'T TO REACH A FIXED END-STATE, BUT TO BUILD A RESILIENT, AGILE CULTURE THAT EVOLVES AND THRIVES.



Ready to build a culture that drives success?

IT'S A BIG GOAL, AND YOU DON'T HAVE TO DO IT ALONE.

Avvio can partner with you for the whole journey, or just jump in where you need support.

01 DIAGNOSE

Gain an honest view of where you stand with a culture audit. This insight is the foundation for a targeted action plan and leadership alignment.

02 DEFINE

Turn values into action by articulating the core behaviours that drive success. Set clear expectations with "do/don't" examples and involve employees to ensure buy-in.

03 ACTIVATE

Integrate desired behaviours across the employee journey, from hiring and onboarding to performance and recognition. Equip leaders to role-model the culture every day.

04 SUSTAIN

Track progress and continuously refine your culture transformation. Identify emerging issues and make data-driven decisions to align culture with business goals.

HOW WE CAN SUPPORT

- Business case development for culture audit
- Culture audit strategy and design, data collection, analysis, and recommendations

- Programme core creative and identity
- Narrative and behaviour naming

- Communications planning and materials
- Leader and manager training
- Ambassador programmes
- Recognition programmes

- Measurement framework and tools
- Team upskilling
- Ongoing optimisation plans

HOW WE'VE HELPED TO TRANSFORM CULTURE

Together Works: Team Workshop



The realities of today's busy and diverse workforce mean colleagues are working across locations, face digital fatigue, and often feel disconnected.

That's why we designed a 3-hour DIY Together Works workshop to help teams pause, talk openly, share challenges, and rebuild connection — fostering empathy and better ways of working.

We'll provide everything you need: a full pack of materials plus a facilitator guide if you'd like to run it yourself, or we can host it for you.

Get in touch to find out more.



It was really great to get a better understanding of some of the many different Avvio perspectives. The time didn't feel like 3hrs at all - the time went so quickly.



Rebecca Crook
Client Services Director



Very well organised and thought through, lots to chat about, dissect and think about, and funny how we're all on the same page but in different places!



Penny Hylton
Office Manager

Client case studies



CULTURAL TRANSFORMATION PROGRAMME

MSC Cruises and Explora Journeys partnered with Avvio on "Our Best," a seven-behaviour cultural programme. Rolling out to 3,400 managers in 2025 and all staff by 2026, with 700+ BESTies, it targets higher guest satisfaction, NPS, talent attraction, and collaboration.



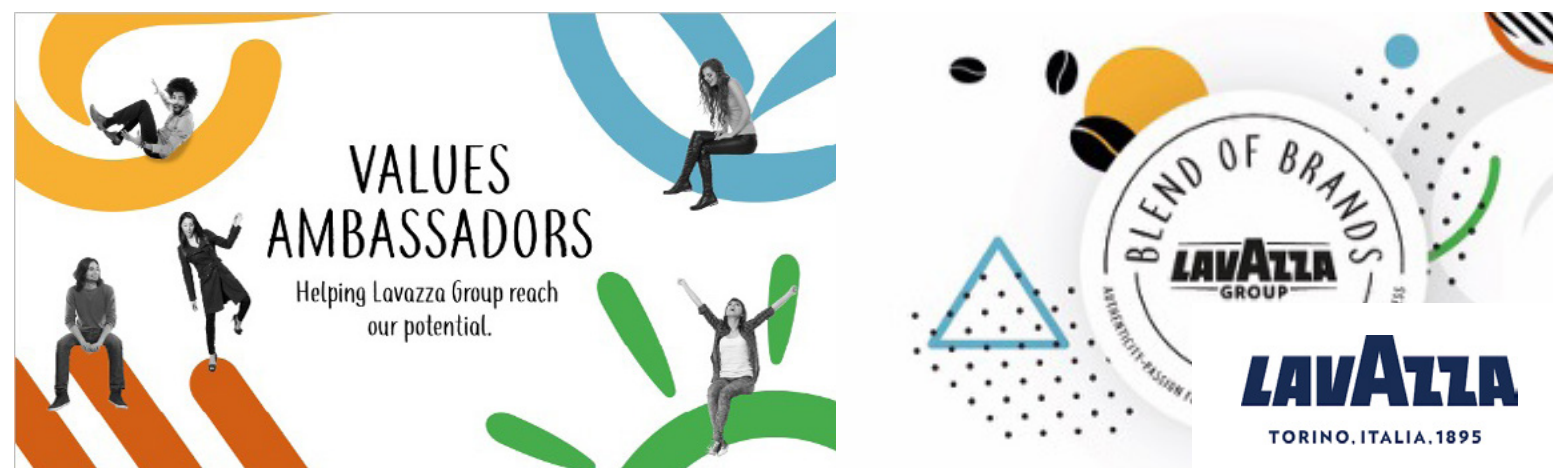
IMPROVING CULTURE THROUGH COMMUNICATION

Avvio conducted a global internal communications audit at Charlotte Tilbury Beauty, combining research to reveal employee preferences and behaviours, streamline communications, strengthen culture, and identify strategic focus areas for short and long-term impact.



FOSTERING COLLABORATION

Having gone through a restructure with new teams formed, we developed a team building session run by managers to establish new ways of working.



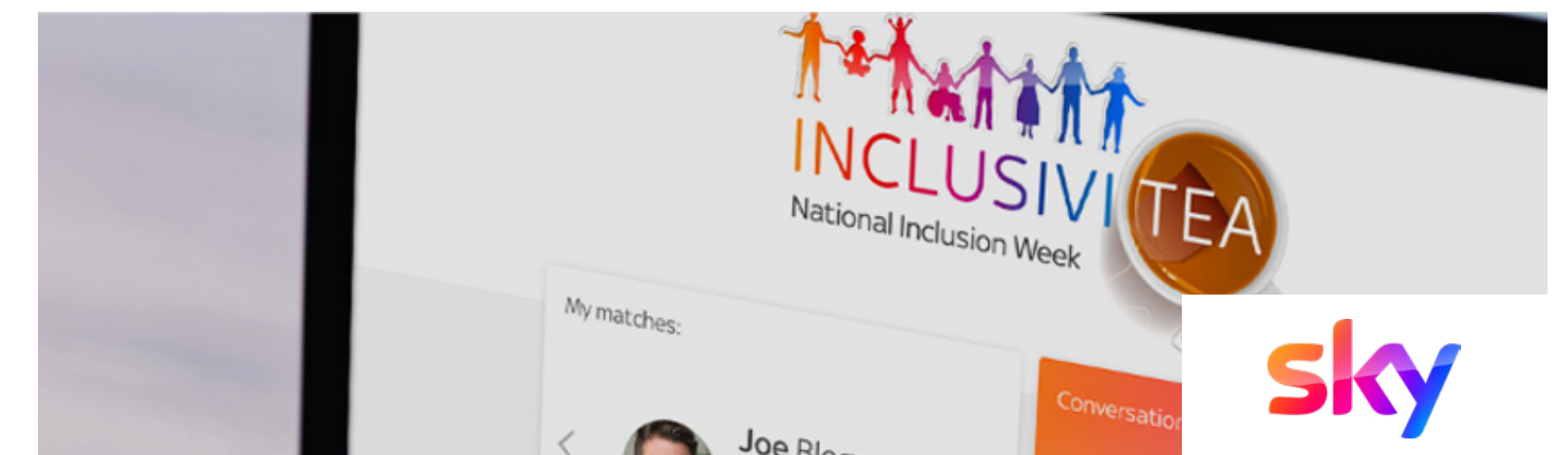
AMBASSADOR PROGRAMME

Following Lavazza's global values launch, Avvio created a Value Ambassador programme, designing roles, training, and materials to embed values locally, connect employees, and sustain awareness and behaviours across all brands and sites.



TRAIN THE TRAINER ROADSHOWS

To enable cascade of the new strategy and company narrative, we ran a 2-day event for leaders and managers to upskill them on the changes, and train them on how to cascade to offline employees.



EMBEDDING A CULTURE OF INCLUSIVITY

For National Inclusion Week, Sky launched "Each One, Reach One" to foster inclusion and align with their EVP pillar, "Together we can." A matching platform enabled cross-role conversations. The campaign drew 1,140 sign-ups, 705 meetings, and was extended by five weeks.

HOW DOES YOUR ORGANISATION RATE?

Culture Pulse Check

On a scale of 1 to 5, how much do you agree with the following statements about your workplace?

Add up your total score from all ten questions to get a snapshot of your company's cultural health.

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Purpose & Alignment	The majority of employees can explain our company's purpose, our current priorities, and how their daily work contributes to them.	1	2	3	4	5
Empowerment & Agility	On new projects, the person with the most relevant expertise is empowered to lead, regardless of their job title.	1	2	3	4	5
Innovation & Experimentation	I feel encouraged to experiment with new ideas, even if they might fail.	1	2	3	4	5
Collaboration & Silos	Information and resources are shared freely across different teams to achieve common goals.	1	2	3	4	5
Decision-Making	Decisions are made efficiently at the right level, and it's clear who is accountable for the outcome.	1	2	3	4	5
Transparency & Communication	Leadership communicates important news and the reasons behind decisions in a timely and transparent way.	1	2	3	4	5
Values & Recognition	Our company's recognition and promotion decisions consistently reward the values and behaviours we say are important.	1	2	3	4	5
Onboarding & Integration	Our onboarding process effectively helps new employees feel productive and connected to the company culture within their first 60 days.	1	2	3	4	5
Psychological Safety & Feedback	We can have open, constructive discussions about failures and feedback without fear of blame.	1	2	3	4	5
Inclusion & Belonging	People from all backgrounds are respected and valued here, with an equal opportunity to contribute and succeed.	1	2	3	4	5

HOW DOES YOUR ORGANISATION RATE?

What do your results reveal?

45-50: HIGH-PERFORMING CULTURE

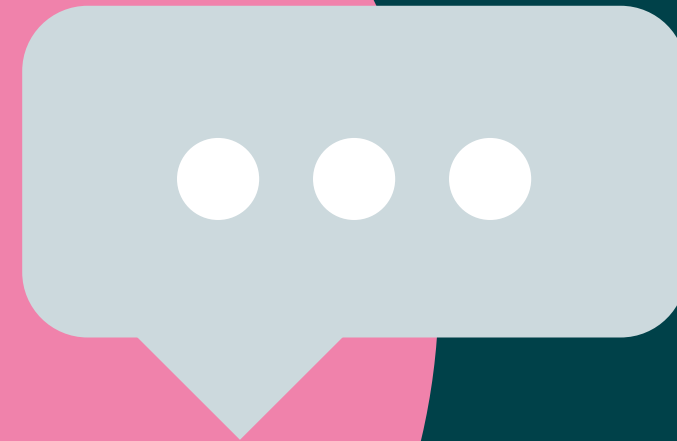
Your organisation likely fosters clarity, agility, and psychological safety. People feel included, empowered, and aligned with the company's purpose. The key challenge is maintaining and scaling this strong cultural foundation as you grow.

26-44: MIXED-BAG CULTURE

You have pockets of excellence, but the employee experience is inconsistent. While some teams thrive, others may be held back by bureaucracy, silos, or a lack of clarity. This inconsistency is a significant barrier to executing strategy effectively.

10-25: CULTURE OF STAGNATION

Your current culture is likely hindering performance. It may be characterised by risk aversion, poor communication, slow decision-making, and a lack of alignment. In this environment, it's difficult for innovation to flourish and for employees to do their best work.



NO MATTER YOUR SCORE, UNDERSTANDING WHERE YOU STAND IS THE FIRST STEP.

At Avvio, we partner with you to analyse these cultural dynamics and build a targeted roadmap for transformation that drives real business results.

From full culture audits and transformation programmes, to engaging communications that help embed and bring your culture to life, get in touch to see how we can help you design a culture that becomes your greatest competitive advantage.

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