

# Culture maturity checklists – Respect

Culture indicators	<b>Developing</b> An organisation with a developing culture might exhibit...	→ <b>High performing (= developing + ...)</b> In addition to the developing criteria, an organisation with a high performing culture might exhibit...	
<b>People</b>	Equal opportunities	– Employees report feeling two-way respect between themselves and their senior colleagues	→ – Employees are provided with equal opportunities across all levels as soon as they join the organisation
	Decision making	– Employees' opinions are invited during decision-making processes	→ – Level does not play a role in remit to make decisions
	Listening	– Employees actively seek contribution from all stakeholders involved in a process – Employees listen to each others' opinions regardless of their position, skillset or experience	→ – Line managers demonstrate respect by listening attentively, considering opposing viewpoints fairly and valuing contributions equally – Leadership team meetings include high potential employees / customers so representative views can be heard first-hand
	Healthy conflict	– Diverse viewpoints are considered and listened to – Individuals are respected when they challenge the status quo	→ – Employees openly challenge all colleagues in a healthy manner regardless of level
	Speaking up	– Employees raise concerns to their line manager	→ – Employees have open and honest conversations with their line managers on a regular basis

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<b>Policies</b>	Conflict	– Policies are in place for managing conflict	→ – Conflict is handled by taking the onus off the victim
	Speaking up	– Policies are in place to support employees in speaking up	→ – Line managers are notified and involved in the process when their direct reports raise a concern
	Relationships at work	– Relationships at work policies are in place	→ – Employee welfare is actively considered in ensuring positive working relationships are maintained
	Grievances and disciplinary	– Grievance process is stated, communicated and understood by all, and effectively used by all	→ – There are regular human touchpoints in the grievance process
	Bullying and Harassment	– Clearly stated policies regarding zero tolerance to bullying and harassment	→ – Bullying and discrimination policies clearly address the power dynamics between senior and junior employees

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<b>Processes</b>	Communication channels	– Corporate forums have been well established as a channel for employees to share and be listened to	→ – Communication channels are regularly used amongst employees regardless of role, level or skillset
	Hiring process	– The hiring process is seen as being fair across all levels	→ – The hiring process has removed all human bias and is supported by the latest digital tools
	Cross level interaction	– Collaboration platforms are in place across levels of the organisation	→ – A mentoring and reverse mentoring programme is in place between senior leaders and other employees
	Training	– Line manager training is in place	→ – The same quality of training is provided to all employees regardless of their level
	Working environment	– Office environment allows for junior and senior employees to sit together	→ – Offices/virtual offices allow for employees to collaborate across roles