



“Can we really understand our culture?”

A question we hear all the time from our clients: board chairs, directors and executive teams alike. Recent high-profile examples continue to highlight the cost of cultural failure - on employee morale and retention, corporate reputation, board time, not to mention the impact on the bottom line.

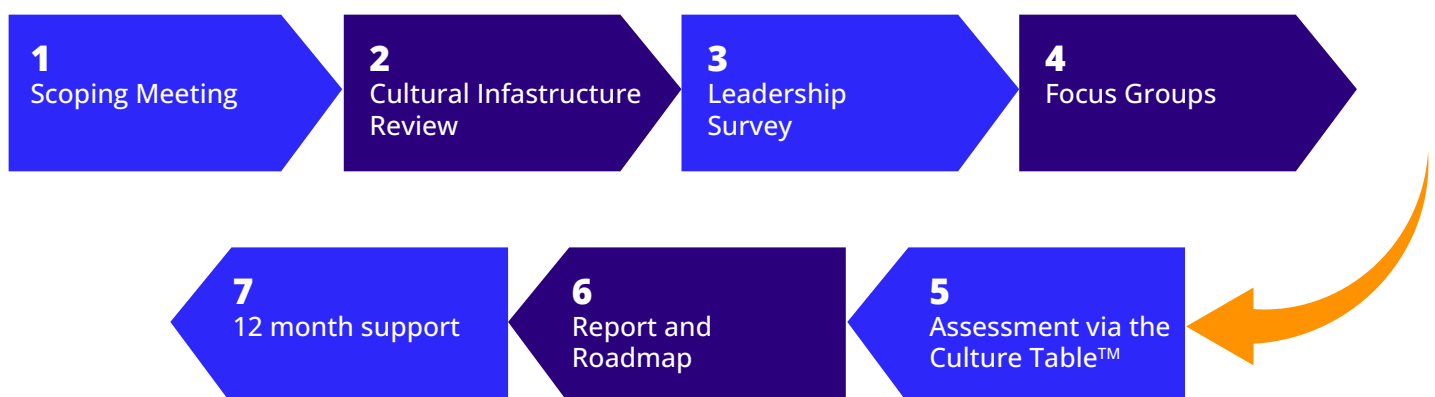
Though apparently **“culture eats strategy for breakfast”**, it is rare that a board fully understands the culture of the organisation it governs or that an executive team has a systematic way of evaluating the effectiveness of **“how we do things around here”**.

Board Excellence has the solution. With our pragmatic and innovative culture review process, we can:

1. Undertake an **objective assessment** of what works well and what is undermining your culture
2. Provide a clear roadmap to elevate culture based on pragmatic, **tailored recommendations**
3. Design a **bespoke culture dashboard** for the board and executive team to monitor progress
4. Provide **support for 12 months** following the review on implementing required changes

A Rigorous Methodology, a Tailored Approach

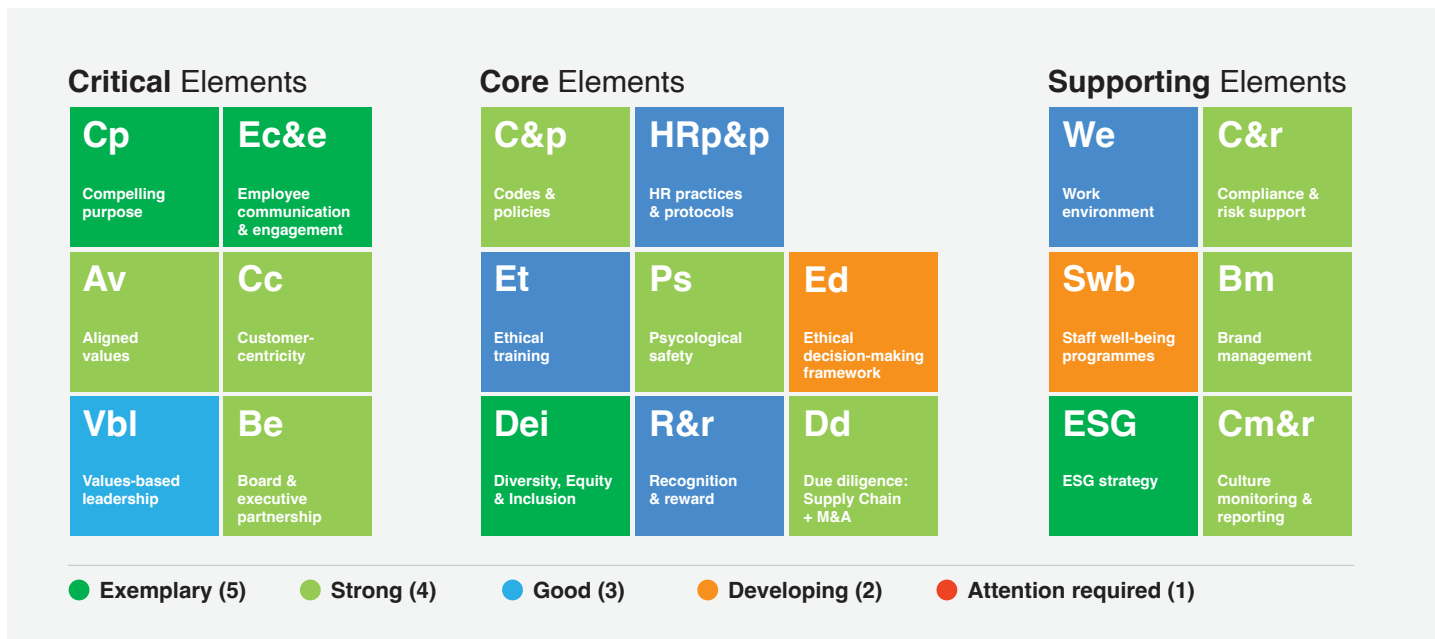
Our rigorous approach can be tailored as required and consists of the following steps:



The output? A practical and fully-supported framework that facilitates board and executive collaboration on driving sustained improvement in organisational culture

Introducing the Board Excellence Culture Table™

At the heart of this framework is our innovative diagnostic and reporting tool: **the Culture Table™**



Based on the Periodic Table concept, the Culture Table incorporates a suite of 20 elements that we believe are key to creating and sustaining a healthy culture. As part of our review of your cultural status quo vs your desired culture, we examine these elements in turn and highlight what's working well, what can

be enhanced and where attention is required. This informs the workplan to elevate your organisation's culture to best in class and serves as an intuitive dashboard to enable your board and executive team to see at a glance how your culture is performing, and to track progress over time.

The Board Excellence Culture Team



Ros O'Shea
Lead Partner Ireland and Practice Director
 Ros is an experienced Non-Executive Director, governance expert and a respected authority on organisational culture, having published "Leading with Integrity – a Practical Guide to Business Ethics"



Anne-Marie Taylor
Partner
 Anne-Marie has significant governance experience at both an executive and non-executive level, having worked with some of Ireland's most respected organisations.

What our clients say about us

"PTSB engaged Ros O'Shea of Board Excellence to independently assess the Bank's culture and support its evolution to 2030. Her thorough review included cultural materials, a leadership survey and focus groups, resulting in clear, practical reports for the Board and Executive with actionable recommendations. We highly recommend Ros O'Shea and Board Excellence." **KAREN HACKETT, HEAD OF PEOPLE, PTSB**

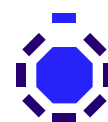
"The NTPF engaged Board Excellence to conduct a cultural review assessing employee values, leadership, communication, collaboration and DEI. Led by Ros O'Shea, the work delivered clear reports to the Board and Executive, with practical analysis and recommendations to strengthen culture and support strategic goals." **EAMONN HORGAN, DIRECTOR OF CORPORATE SERVICES, NATIONAL TREATMENT PURCHASE FUND**



To hear more about how we can help please contact us

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Board Excellence