The
COMPANY CULTURE COOKBOOK

5 Ingredients of a Great Work Environment

IDEO

| Overview | 94 Reviews | 270 Salaries | 33 Interviews |

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HubSpot Reviews
249 reviews filtered by — Any Location | Any Job Title | Full-Time | Part-Time

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4.5 ★★★★½ ≡ Rating Trends

Recommend a friend

95% Approve of CEO

Brian Halligan
202 Ratings

Spotify Office Photos

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Introduction

Recruiting and hiring talent is certainly a daunting task for any talent acquisition professional charged with not only finding *great candidates*, but also bringing on board the *right talent* who will help the organization grow, thrive and profit.

Having a unique (and compelling) company culture code at your disposal can help you attract, influence and engage great talent, lessen the burden of screening and weeding out unqualified candidates, speed the hiring process and ideally lower your cost-per-hire.

With a defined Company Culture Code you'll:

1. Target candidates with the right skill set for your company
2. Make candidates unfamiliar with your organization aware of open positions
3. Foster employee retention and morale by promoting a healthy work environment

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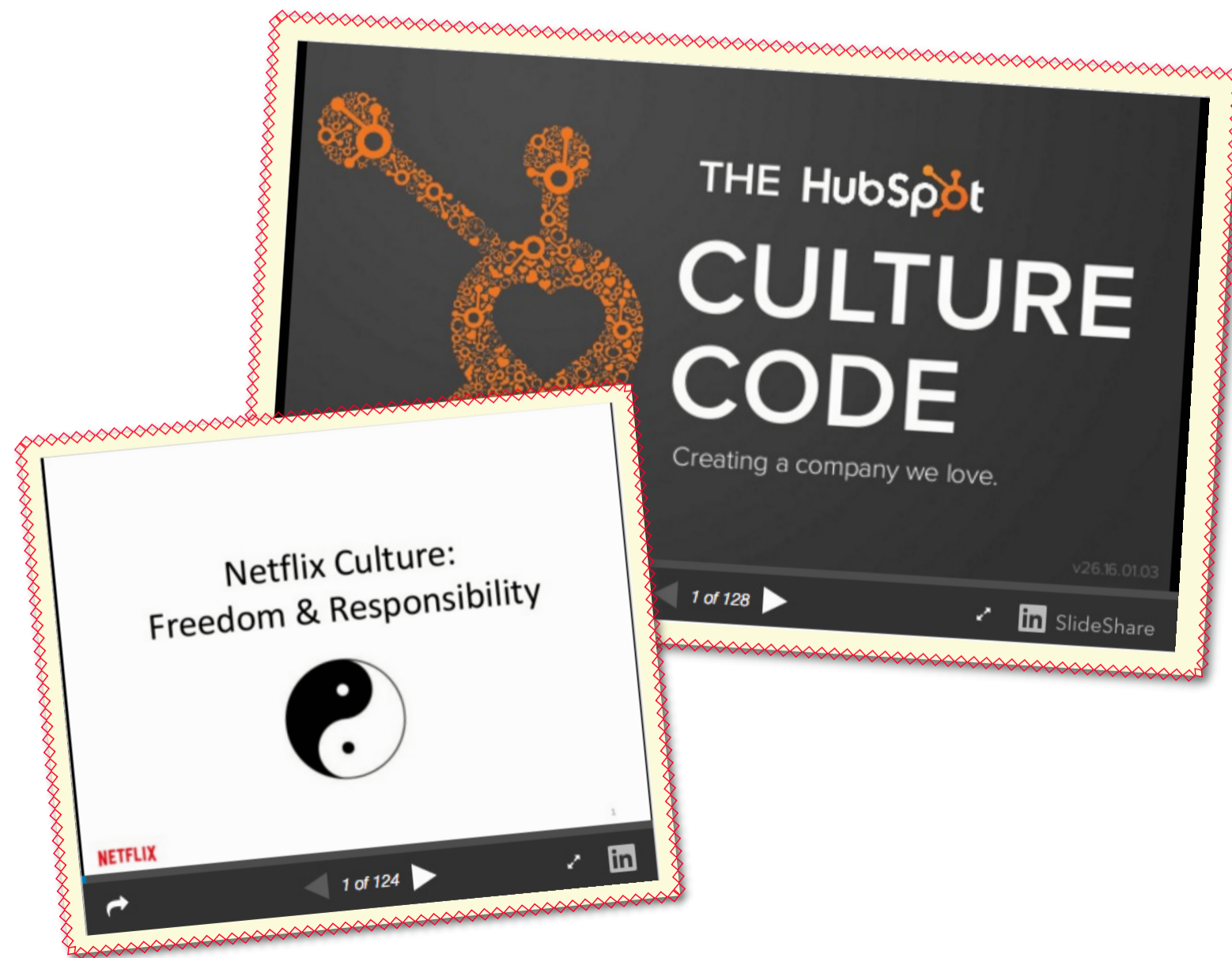
What Is a Company Culture Code?

A company culture code is the guiding set of values and principles that breathe life and meaning to an organization.

Whether it's accountability, adopting an "open to change" philosophy, doing less with more or simply being humble, a defined culture code facilitates not only a profitable work environment for teams, departments and employees, but also helps attract like-minded job candidates, who can help the organization grow and do good work.

Beyond employee satisfaction and talent attraction, putting faith in a company culture can also reap other tangible benefits for businesses. For example, by investing in employer brand and company culture initiatives, Expedia, Inc. lowered its cost-per-hire to $1,700. TRW Automotive decreased its time-to-hire by 50 percent, attracting quality candidates in half the time. VMware sourced 23 quality hires through Glassdoor, including hard-to-fill positions like engineers. [1]

As you'll discover, this cookbook lays out the five key ingredients needed to help define your own company's culture code, with action plans for each. This download also includes a PowerPoint template to help you get started with the hands-on exercise of physically building a culture code of your own.

Culture Code Framework

A defined company culture can set you apart from your nearest talent competitors and weed out unqualified applicants or bad fits for your culture. As noted, it also contributes to employees' productivity and morale.

From our research, we've learned that the most important things job seekers want to learn about employers include: what makes the company an attractive place to work; compensation; benefits; mission, vision and values; and basic company information. [2]

Tying it all together in a defined code that lives and breathes at your organization is what creating a company culture code is all about!

Let's get started.

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[1] Glassdoor Client Success Stories, Dec 2015

[2] Source: Glassdoor U.S. Site Survey, October 2014

Ingredient #1:
Your Values

Creating your company's unique set of values is the first and most critical step to developing a culture code.

After all, your company core values provide employees clarity on what is truly important for organizational success, clarity on personal conduct and what to expect from each other, and clarity on why it's important to speak up if they see those values being violated or not lived up to throughout the organization.

Whether you are a large, recognized brand or a small start-up, company mission and vision go hand and hand with values—across roles, teams, departments and the entire organization.

Company Example: Zappos

Zappos, a popular online shoe retailer, follows these 10 core values: [3]

1. Deliver WOW Through Service
2. Embrace and Drive Change
3. Create Fun and a Little Weirdness
4. Be Adventurous, Creative and Open-Minded
5. Pursue Growth and Learning
6. Build Open and Honest Relationships With Communication
7. Build a Positive Team and Family Spirit
8. Do More With Less
9. Be Passionate and Determined
10. Be Humble

Company Example: Intacct

Intacct provides financial management and accounting software solutions based on a cloud-computing platform. When evaluating how to attract all-star candidates to their organization, they started from the inside out to define a compelling mission. Some of these values include: shared accountability, being open to change, trying new things, learning from mistakes, and developing empathetic leaders within the organization.

> " Great people allow you to get great things done. And if you have great people, you can serve your customers better than anyone else, and the money flows in."
>
> – Rob Reid, CEO of Intacct [4]

Action Plan

How do you define a culture that is unique to your company and attracts the right candidates?

A good place to start is by reviewing why employees like working at your company and what makes it a special place in their eyes. At a glance, you can uncover key themes (pros and cons) on your Glassdoor company profile, including potential areas to showcase, improve or simply address.

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[3] Source: Zappos Career Site, "Life at Zappos," Jan 2016

[4] Source: Glassdoor Summit, "The Transparent Organization: 10 Leadership Strategies," Sept 2015

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After your research, convene a meeting with key stakeholders—from managers to executive leadership—at your organization. Review and discuss if what you've uncovered actually matches what you envision your values to be—or if they diverge.

Remember, company values don't live in a vacuum or only inside a Human Resource manager's playbook. Once established, to ensure they're adopted, taken to heart and abided by, buy-in from employees is absolutely essential. Therefore, don't be shy about trumpeting your values at all-hands meetings, during new hire onboarding and inside company communications.

Ingredient #2:
The People

Hold up a mirror to your organization.

It's likely made up of many departments, all of which may have very different sub-culture codes, practices and needs. For example, your software engineers may value training and solitude to do their best work, whereas the sales floor may require a bustling and collaborative open work environment.

No matter the group, infusing individual roles and teams with your key, overarching values is crucial, for they apply across the organization. Just as important, they apply to new talent you hope to recruit and bring on.

As a recruiter or hiring manager, be sure to ask yourself whom you're hoping to attract and if that person will be a cultural fit, able to live the values you've set forth, or potentially disrupt them.

Company Example: Glassdoor

Once your values are defined, it's important to ensure that all people within the organization are aware of them—and live them each day.

At Glassdoor, our mission is to "help people everywhere find a job and company they love," employee qualities and values are posted throughout our offices, a constant reinforcement and reminder about what matters in the workplace.

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WE ARE A **BYOD*** CULTURE
*Build your Own Desk

glassdoor

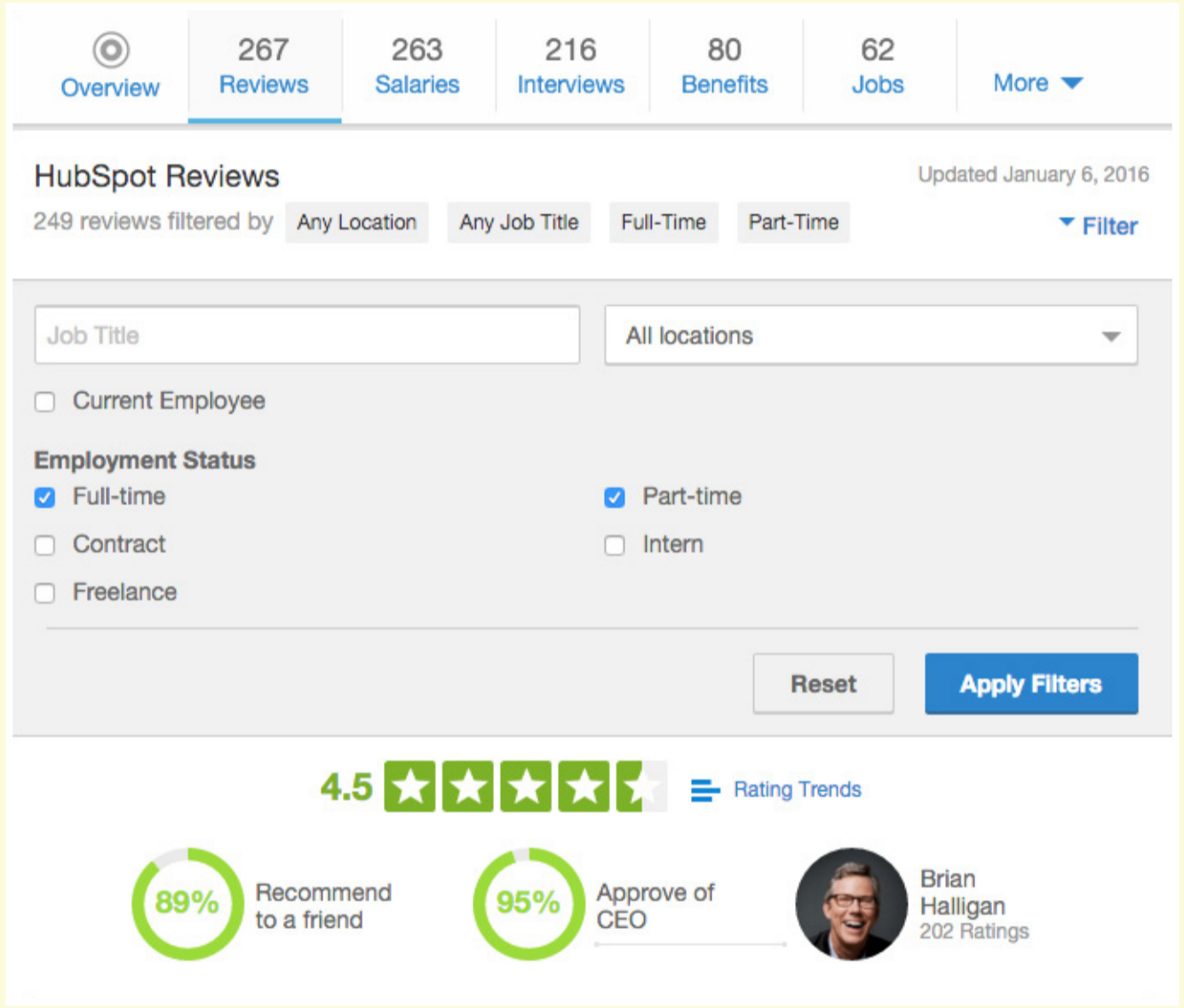| **We Are**	**We Are Not**
People First	Sell-Outs
Passionate	Superficial
Humble	Arrogant
Innovators	Unimaginative
Authentic	Fake
Scrappy	Bureaucratic
Integrity Based	Deceptive
Respectful	Mean
Collaborative	Territorial
Courageous	Afraid
Accountable	Irresponsible
Playing to Win!	Playing for Second

The Glassdoor Way

Mariah DeLeon, Glassdoor's VP of People, championed the development and implementation of the company's Culture 2.0 rollout. Over nine months, she engaged with employees across the organization to determine how to authentically articulate Glassdoor values and culture. "Our values can be written on a chart, but they are embodied in the culture and lived daily in our employees," she notes. DeLeon also built a companion PowerPoint presentation, examining each company value in detail, in effect, a guide to "the Glassdoor way." It's particularly helpful for employees, who, in the absence of a manager or leader, may need a resource to turn to when making an important decision or taking an initiative.

Action Plan

For a reality check, examine your company reviews on Glassdoor. (If you're a large organization, you can easily filter comments by locations and job functions). Are employees exemplifying and confirming your values or pointing out discrepancies and disconnects?

Take a proactive, checks-and-balances approach by establishing employee engagement programs that help you audit those values within the organization and work with department heads to ensure they're championed and adopted.
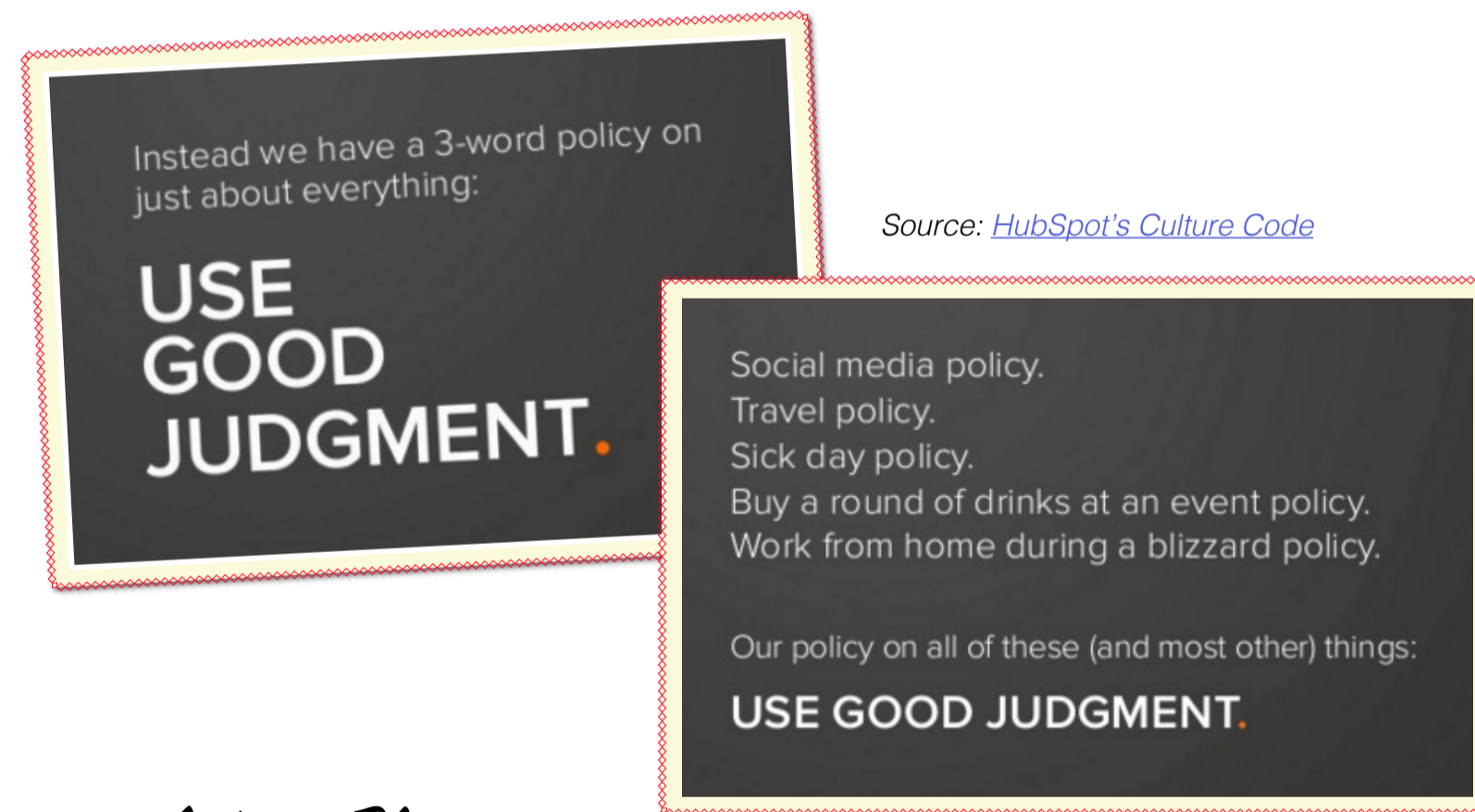

CAUTION: If your defined values aren't matching what employees are saying in their reviews about your company, your culture code's credibility suffers.

Ingredient #3:
Company Policies

Company policies and procedures establish the rules of conduct within an organization, outlining the responsibilities of both employees and employers.

Having policies in place protects the rights of your employees as well as the business interests of employers.

Whether it's a generous, one-year maternity leave allowance or simply "always use good judgment in the workplace" directives, policies should go hand in hand with your company values, so each reinforces the other.

Instead we have a 3-word policy on just about everything:

USE GOOD JUDGMENT.

Social media policy.
Travel policy.
Sick day policy.
Buy a round of drinks at an event policy.
Work from home during a blizzard policy.

Our policy on all of these (and most other) things:

USE GOOD JUDGMENT.

Source: [HubSpot's Culture Code](#)

Action Plan

Check in with your HR department to evaluate and audit current company policies. Are they up to date and reflect your culture code? Determine which should be showcased when reaching out to job candidates. Formally documenting company policies in an employee handbook is another must.

Finally, when employees violate company policies, be sure you have formal procedures in place to address those situations.

Ingredient #4:
Perks, Benefits &
Career Development

Between healthcare, unlimited PTO and catered lunches, the choices and budgeting for company perks and benefits can seem endless. As an organization, it's important to decide which perks warrant the greatest investment to not only retain talent, but also attract talent in a competitive marketplace.

Remember, it's not all about compensation. In fact, 27% of people consider career growth opportunities a top consideration before accepting a job offer. [5] Indeed, the best companies invest in their employees in other areas, from onboarding and employee engagement programs to ongoing training, which continues to pay off in increased productivity, career growth and job satisfaction.

Action Plan

Before posting open jobs at your organization, meet with your HR and recruiting teams. Agree on the type of candidates you hope to attract and who'll do well inside your culture. Research what those candidates value most concerning perks, benefits and career development—the answers may surprise you.

For example, if Millennials are the talent pool you're targeting, having career development plans in place will be critical to recruitment success, as 60 percent of this demographic considers growth opportunities to be the most attractive perk. [6]

Always meet with your finance team to review internal budgets for perks and benefits for career development. Briefing them on what appeals to your target audience can win buy-in for your talent acquisition efforts.

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[5] Source: Harris Interactive Survey by Glassdoor, Dec 2015
[6] Source: Glassdoor survey, March 2014

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Ingredient #5: Physical Workspace and Location(s)

Don't overlook the obvious: your physical environment.

What is your workspace like, what makes it special? If you have multiple locations, are there common amenities like in-house gyms or lunchrooms?

On the more subjective side, how do employees feel when they come to work each day? Does the environment live up to your established company values and culture code or does it work against each?

Company Example: Spotify

Spotify, the digital music service provider, proudly displays its company locations on its Enhanced Profile on Glassdoor, amplifying its candidate appeal and reach while promoting its rapid growth. Adding workplace photos adds real-world color to its unique office spaces.

Spotify – Why Work For Us?

About Us   Working At Spotify   Our People   Guest Appearances   **Locations**

Spotify around the world

Stockholm, Sweden	Los Angeles, USA
New York, USA	Madrid, Spain
Amsterdam, Netherlands	Mexico City, Mexico
Berlin, Germany	Oslo, Norway
Cambridge, UK	Paris, France
Chicago, USA	San Francisco, USA
Copenhagen, Denmark	Sao Paolo, Brazil (TBD)
Gothenburg, Sweden	Singapore, Singapore (TBD)
Hong Kong, China	Sydney, Australia
London, UK	

Spotify Office Photos

Add Photos
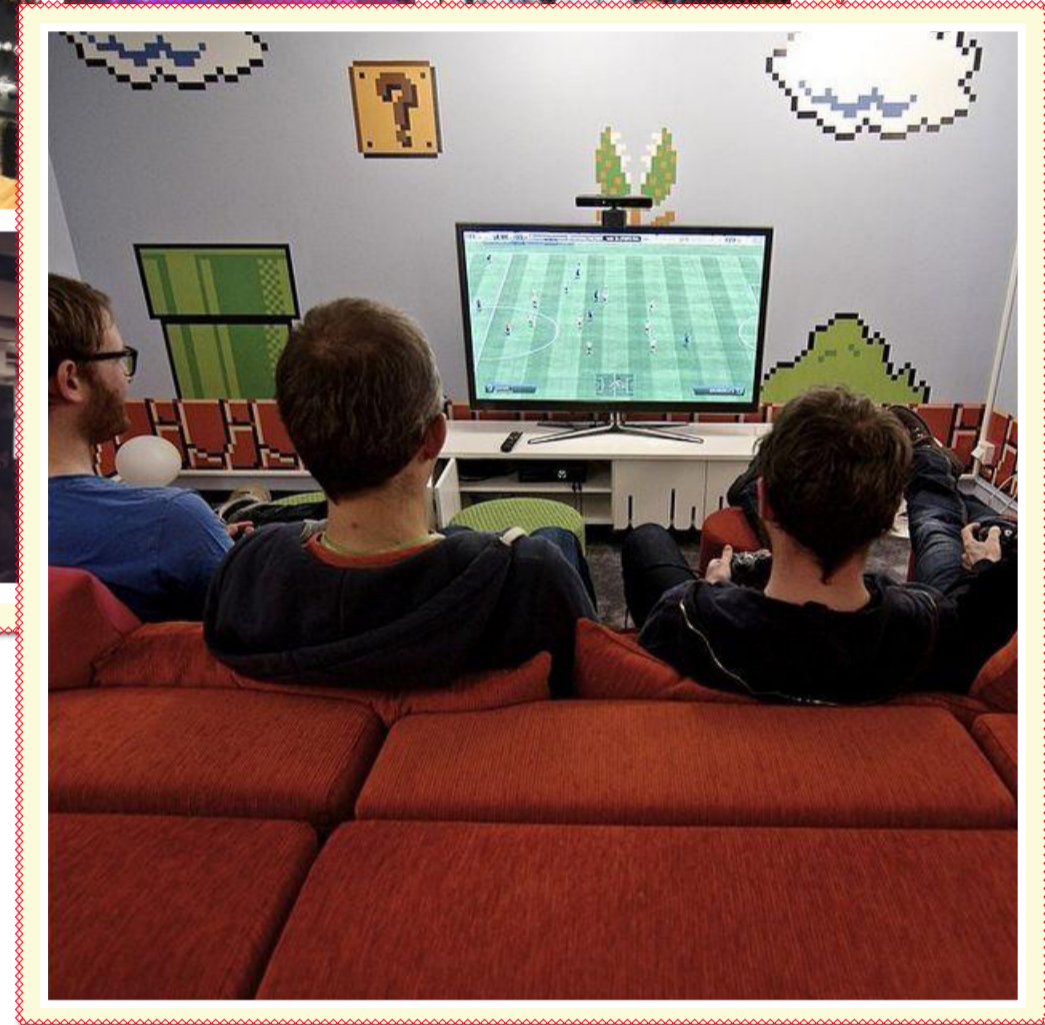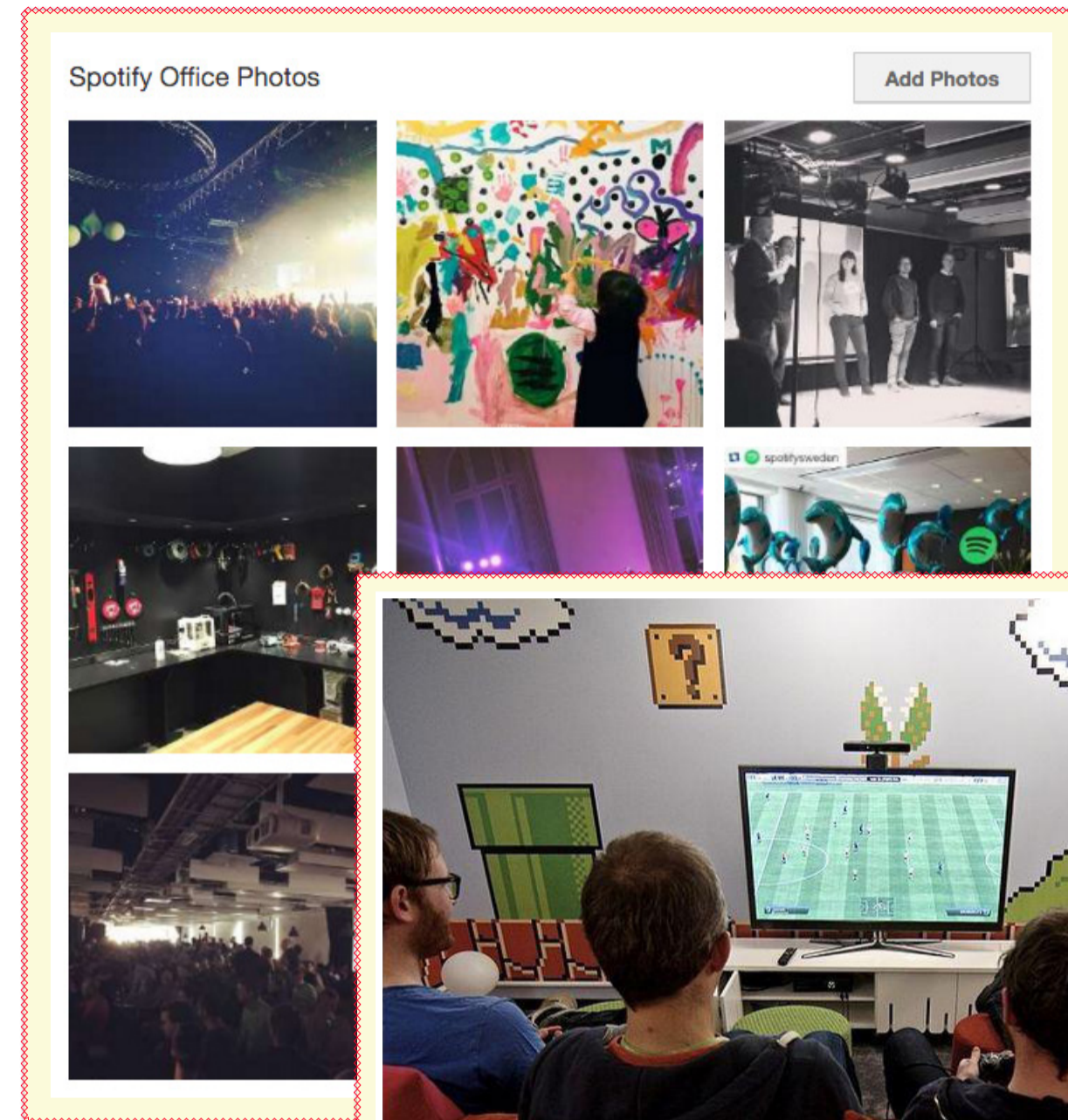
Source: Spotify Office Photos

Action Plan

Meet with your facilities team to discuss what makes your office(s) unique (you may have forgotten all about that "quiet room" or special maternity parking) and possible future expansion to new cities, regions or countries.

Engage employees to upload photos to Glassdoor that showcase what makes each office or location special. Note: By signing up for a Free Employer Account, you are able to actively manage and monitor any photos posted to your page on Glassdoor.

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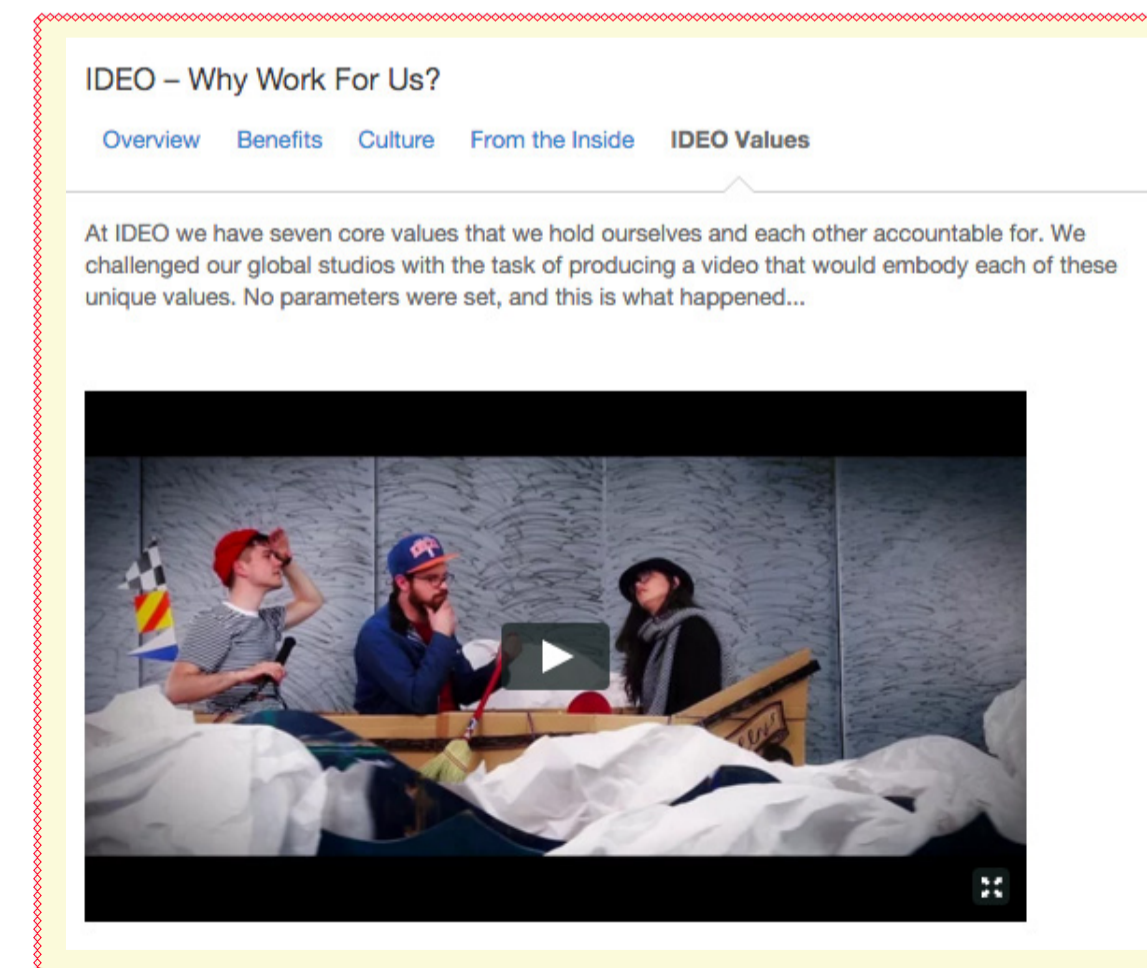# Conclusion & Additional Resources
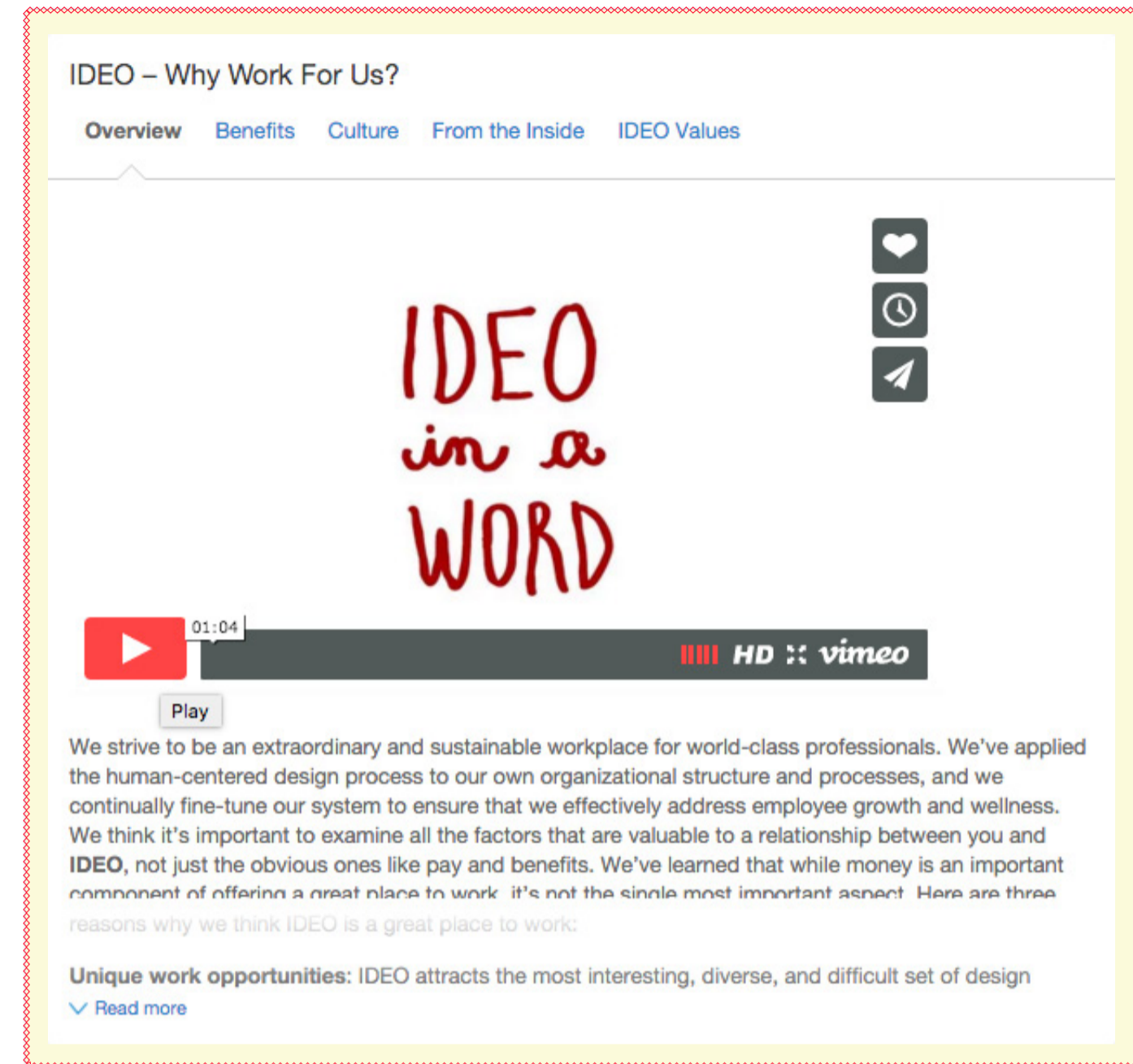
Get the Message Out

Once your culture code is clearly defined and formalized, it's time to tell the world. One smart way is to package it as part of *Why Work for Us* messaging on platforms and channels where candidates research companies, not just on your careers page and About Us section, but also your Glassdoor profile.

Did you know that the majority of Glassdoor users are job seekers? In fact, more than four in five (86 percent) are either actively looking for jobs or open to better opportunities. [7] Highlighting employee testimonials and your mission, vision and values can help you showcase your culture code to top candidates.

How to Showcase "Why Work for Us" Messaging on Glassdoor

A Glassdoor Enhanced Profile allows you to easily display your culture code under defined tabs. This allows you to highlight the employer message along with reviews and testimonials from employees – giving candidates all the information they need to make the decision to click to apply at your organization!

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7 Source: Harris Interactive Survey by Glassdoor, March 2013

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About Glassdoor

With the latest jobs, paired with millions of company reviews, salary reports, interview reviews, benefits reviews and more on more than 445,000 [8] companies worldwide, Glassdoor is a trusted and transparent place for today's candidates to search for jobs and research companies. Glassdoor helps employers across all industries and sizes advertise their jobs and promote their employer brands to a well-researched, highly selective candidate pool. By advertising jobs via mobile devices, email alerts and throughout Glassdoor, employers influence candidates at the moment they're making decisions. This results in better applicant quality at a significantly lower cost-per-hire compared to traditional job boards. [9]

To get involved in the conversation on Glassdoor and start managing and promoting your employer brand, sign up for a Free Employer Account.

For the latest in recruitment marketing tips, best practices and case studies, follow us on Twitter: @GDforEmployers

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8 Source: Glassdoor Internal Data, June 2015
9 Source: Brandon Hall Group Report: Understanding the Impact of Employer Brand, Nov 2014

About HubSpot

HubSpot was founded in 2006 as a result of a simple observation: people have transformed how they live, work, shop, and buy, but businesses have not adapted. This mismatch led Brian Halligan and Dharmesh Shah to create the vision for the inbound experience and to develop HubSpot's platform to support it. With our powerful, easy to use, integrated set of applications, businesses can attract, engage, and delight customers by delivering inbound experiences that are relevant, helpful, and personalized. HubSpot is, after all, on a mission to make the world more inbound, one business transformation after another.

HubSpotters make our company what it is. We hire for inbound aptitude over experience, and we pride ourselves on attracting and retaining people with HEART. We also believe in radical transparency, so we publicly shared HubSpot's Culture Code for anyone who was interested in our values and approach to work. At the core of what drives us is one simple phrase, "Solve For The Customer." This maniacal focus is more than a mantra; putting the customer first is evident in the product we ship, the support we provide, and the way we market and sell. And doing so makes us deliriously happy.