



**MOSAIC**  
Performance  
Framework

## Culture Mosaic Pricing Overview

### Standard Features:

#### 53-item Culture Mosaic Survey

The standard Culture Mosaic includes 53 Likert-scale items that measure specific aspects of organizational culture empirically linked to sustainable performance in a variety of business outcomes. Four leader-only items are presented to obtain specific input from leaders about more strategic aspects of the organization. The standard Culture Mosaic report also includes the Psychological Safety Index designed to shed light on the current level of psychological safety that exists within your organization which is an important factor for teams as they work to turn their data into tangible action and results.

#### Open-ended items and comment export

Culture Mosaic includes two, standard open-ended items to allow respondents a chance to share additional feedback that they feel may be important for researchers to know. These items are reported verbatim in the standard Culture Mosaic. Advanced text analytics are available, if desired, for an additional fee which are a valuable way to understand what these large sets of data mean in relation to the Mosaic framework.

#### Digital survey administration

*Individualized link:* Individual survey links can be deployed with unique employee identifiers that link to your HRIS. This provides anonymity of respondents while also providing you with the ability to cut the data by any demographic categories you currently track across your organization. This method also reduces the need for employees to enter their own demographic information into the Culture Mosaic.

*Shared link:* An identical survey link is provided to all respondents. Response rates can be tracked to determine progress by survey administrators.

*Kiosk link:* Surveys can be deployed via “kiosk” stations which are made available to respondent groups.

### Standard Culture Mosaic Reports in .pdf

Standard Culture Mosaic Reports are provided to clients in .pdf format. [Click here to see a sample report.](#)

## Add-on Features:

### Link to client HRIS

Clients will be provided a data feed template to structure data in such a way as it can be uploaded into the Culture Mosaic. Validating and cleaning the data in the data feed can be provided at a rate of \$250 per hour.

### Customized invitations, reminders, and respondent communications

Customized communications can be created upon client request to help support successful Culture Mosaic deployment. The cost for these services is billed at a rate of \$250 per hour.

### Custom items (Likert Scale)

Customized Likert Scale items can be added to the standard Culture Mosaic.

### Custom items (Open-ended)

Customized open-ended items can be added to the standard Culture Mosaic.

### Text analytics

Our text analytics tool provides theming for the two standard open-ended questions in the standard Culture Mosaic and can be deployed to analyze additional open-ended questions added to the Culture Mosaic by the client. Text analytics is designed to be used with English items only. Translations can be done when requested for an additional fee.

### Survey translation services

Currently, the Culture Mosaic is available in English only. Additional languages can be provided upon request, but additional time and fees will be required to allow time for proper translation of the survey and open-ended responses.

### Access to add-on modules

Add-on modules are short, sub-scales that are designed to be optionally appended to the standard Culture Mosaic to allow clients to dive deeper into specific topics of interest.

### Rapid deployment option

Rapid deployment of the Culture Mosaic (less than 48 hours notice prior to desired survey launch date) is available for an additional rush fee of 30% of the total survey cost.

### Paper survey administration

In rare cases, the deployment of a paper survey may be most appropriate for your needs. In such cases, clients are expected to manage the survey distribution and collection process.

# Culture Mosaic FAQs

### Is the Culture Mosaic right for my organization?

The Culture Mosaic might be a good fit for your organization if you are interested in understanding the underlying cultural factors that are giving you the results you are currently getting, if you want to actively engage your workforce in creating tangible change, or if you want to simply get a baseline understanding of where your organization is today and what you may want to focus on in order to better drive your strategy.

### What is the pricing for the Culture Mosaic?

The Culture Mosaic is priced on a scaled model:

Total Number of Invited Respondents	Price
1-100	\$2,400
101-250	\$3,800
251-500	\$6,000
500-1000	\$9,500
1001-2500	\$17,500
2501-5000	\$26,000
5001-+	\$39,000

### How long does it take to set up a Culture Mosaic?

Setup time varies based upon the scale and complexity of the study. Small, standard deployments of the Culture Mosaic can be ready for deployment within as little as 48-72 hours while larger, more complex, and customized deployments can take much longer to plan.

### How do you ensure respondent anonymity?

Creating a safe space for respondents to be open and honest is critical to our mutual success. Anonymity is ensured in a variety of ways. Deploying the Culture Mosaic in Shared Link or Kiosk Link formats ensures that all respondents use the same link to respond to the Culture Mosaic. They each then complete the desired demographic questions. Culture Mosaic reports will only ever break out data for subgroups containing at least three or more respondents.

For Culture Mosaics deployed using individual links to a client HRIS, each respondent is assigned a unique identifier. With this, we at no time have names of employees to link to their Culture Mosaic responses but we will be able to generate reports of demographic cuts as requested. Again, to maintain anonymity, no sub-reports will be generated for three or fewer respondents.

### **How do you link our HRIS to the Culture Mosaic?**

We will provide you with a template you can use to format your HRIS data. Each data entry (employee) will be given a unique identifier to link their demographic data to their Culture Mosaic responses, but their names will never be a part of this information. Once the HRIS data upload is cleaned and ready, we will upload it into our system before survey deployment.

### **Our staff may be a bit wary about the anonymity of their responses. Is there anything you can do to help ease peoples' concerns?**

We provide tips and best practices to our clients as they prepare to deploy their Culture Mosaic. We also provide standard invitations and reminders which are specifically crafted to help create trust in the process. Additional change management and communication support is available upon request to help set the stage for a successful deployment at a rate of \$250 per hour.

### **How long does the Culture Mosaic typically stay open for feedback?**

Depending on the size of the organization and initial response rates, Culture Mosaic surveys typically stay open for about two weeks. This can be extended at any time if you have not achieved your response rate goals to ensure that you collect an acceptable sample.

### **How long does it take to complete the survey?**

The Culture Mosaic typically takes 10 - 15 minutes to complete. Each subscale (i.e., our DEI subscale) takes approximately four minutes to complete. This may be slightly longer depending on the potential addition of custom items by the client.

### **What is the format of the survey questions?**

Multiple choice and two open-ended questions.

### **Can the Culture Mosaic be deployed to a representative sample of staff?**

Absolutely. Our team will help you determine the best data collection strategy for you during the survey planning process.

### **How is our data reported back to us?**

Your Culture Mosaic report will be provided to you in .pdf format. Any text analytics reports will be provided to you in both MS Excel as well as .pdf.

You can cut the data by any demographic categories you currently track across your organization. This method also reduces the need for employees to enter their demographic information into the Culture Mosaic.

### **How long do you keep our data?**

To make the Culture Mosaic as valuable an assessment as possible, we de-identify all data and add it to our database. This data is kept in perpetuity so that we can norm future data against our constantly growing database. Your data will be assigned a unique

identifier that will ensure that it is never possible for someone to access your data in relation to the name of your organization.

### **What is needed from us to support this process?**

We will need some level of partnership during the planning process to ensure that we are developing a survey methodology that will successfully help you meet your goals. You will also need to be prepared to support the following activities unless you have us do them for you:

- Communications customization
- Setting expectations about the process with your team
- Change management

### **Do you provide support in making sense of the data once we receive our reports?**

We have staff advisors available to provide data debriefs and action planning processes to your team(s) upon request. We highly encourage this if this is your first time going through a process like this and/or if you do not have internal facilitation staff with the subject matter expertise in this content available.

A two-hour debrief with your Core Team as well as a two-hour debrief with your senior leadership team are baked into the standard pricing of the Culture Mosaic. Additional debriefs and process facilitation will be scoped during the planning process should you desire it.

Sense-making support can be provided in a variety of formats to help you bring speed to value. In-person, via video conference, or via virtual reality (VR), the gC team can help you to understand your data and make decisions that help drive your organization forward.

### **Is support available throughout the process?**

Absolutely. Our staff will guide you through the process and support your success along the way. You will be assigned an Engagement Manager who will be your primary point of contact throughout the process.

### **What do we do with our Culture Mosaic data once we get it?**

Clients utilize their Culture Mosaic data for a wide variety of uses so there is no one answer to this. Some clients use the data to support strategic conversations in support of senior leadership planning processes, M&A growth strategies, turnarounds, or simply as an ongoing “temperature check”. Others cascade the data throughout teams within their organizations and use the data to facilitate shared sense-making about the current culture and how it will support or derail implementation of the strategy. Others dive even deeper, using the data to drive action planning at various levels within the organization to intentionally shape the culture and climate of the organization. The choice is yours based on your established goals.

### **Are we able to measure our progress over time?**

Yes. Some clients choose to deploy the entire Culture Mosaic at various points in time to understand how their change efforts are progressing. Others choose to deploy

abbreviated sections of the Culture Mosaic to hone in only on the areas of the framework that they have been focused on.

### **Is pulse surveying available?**

Yes, we can support the continuous pulse surveying of your team either utilizing your own internal pulse survey technology or ours. The development of the data collection and reporting strategy is something we can assist with as well to ensure that you are getting the data you need when you need it to drive decisions.

### **Can we customize some of the items on the survey?**

Customized items (Likert, free response, etc.) can be added to the standard Culture Mosaic for an additional fee.

### **What languages are available?**

Currently, the Culture Mosaic is designed to be deployed in English only. If you wish to deploy the Culture Mosaic in a different language, we can accommodate your request, but additional time and fees will be applied.

### **How do you ensure the security of our data?**

gothamCulture uses a third-party vendor, Explorance, to house and maintain our Culture Mosaic database. This provides one extra level of separation to ensure that anonymity is guaranteed. Explorance's hosted data center, based in Canada, is SOC 2 Type 2 certified, and their products leverage Microsoft's Azure regional data centers. Data transfers use secure FTP and HTTPS. As well, Explorance has several internal data security policies and programs, including an Information Security and Data Protection Policy, a Breach Notification Policy, and a company-wide security awareness training program. These policies are reviewed regularly by Explorance's data protection governance team. For more information on Explorance's information security and privacy policies, [click here](#).

### **How will our data be used?**

Your data will be used in two ways. First, your data will be used to generate your Culture Mosaic reports. Second, your de-identified data will be used as part of our global database from which benchmarking data will be made available to you and other clients. This data is extremely valuable to all users of the Culture Mosaic as it will allow you to benchmark your organization against industry, geography, sector, etc. to see how you stack up.

### **Can we contribute to future research?**

Of course! We are continuously researching our framework and assessments to ensure we are providing as much value to our clients as possible. Some clients elect to provide organizational performance data to us to pair with the Culture Mosaic data to add to our ongoing research. This data will always be de-identified and will only be utilized in our ongoing research. It will never be provided to a third party.

- As an extra incentive to participate in our ongoing research, we offer a 5% discount on total survey fees for your support.

### How long does the Culture Mosaic take to complete?

Typically, the standard Culture Mosaic survey takes 10-15 minutes to complete. If customizations are made and additional items or subscales are added to the Culture Mosaic, this response time will be extended.

### What happens if a respondent runs into an error partially through the survey? What do respondents do if they run into trouble while responding to the Culture Mosaic?

If you run into trouble while responding to the Culture Mosaic, please email James O’Flaherty at [james.oflaherty@gothamculture.com](mailto:james.oflaherty@gothamculture.com) and provide any possible details about the trouble you’re experiencing.

### Do you provide any learning or capability development for the Mosaic Framework?

Yes. We provide both slightly customized training on a wide variety of topics mapped to the tiles of the Mosaic as well as a full suite of advisory services to support clients with the expertise they need to drive change in their organizations.

### What other assessments do you offer?

The Mosaic Performance Framework is robust in that it can be used to assess individuals, teams, and organizations. We offer the Leadership Mosaic (360-degree survey), the Team Mosaic, and the Culture Mosaic. Additionally, we offer the Antiracism, Diversity, Equity, and Inclusion Subscale which can easily be appended to any of our Mosaic surveys.

### What is the Global State of Culture Study?

The Global State of Culture Study and Report is an ongoing arm of research that we conduct to help leaders around the world better understand the topics of organizational culture and climate in relation to performance. This open survey is deployed globally each year and the annual report compiles the insights gained over time to share global best practices to help us all continue to improve.

- You can find out more about the Global State of Culture Study or read past reports [here](#).

### Why a Mosaic?

A mosaic is a picture or image composed of many small pieces. We feel that organizational culture and climate are similar in that they are the shared beliefs, values, and assumptions that guide the behavior of the collective. Individually, each part may not provide enough detail to be helpful but when taken together, they create an image of tiles that help to inform key business decisions.

### What is the Mosaic Performance Framework?

The Mosaic Performance Framework is a battery of assessments designed to be used in conjunction with each other, over time, to provide leaders with the insight they need to proactively shape their performance. The battery consists of the Culture Mosaic Survey, the Leadership Mosaic Survey, and the Team Mosaic Survey.