

Sub-Culture Alignment Questionnaire

Cohesive Department Integration for Corporate Mission & Vision

Based on the Success Factor Business Framework | www.martialpeter.com

About This Document

Core Philosophy

"Eliminating the gap between intention and results for Individuals and Businesses." - Martial A. Peter

This Sub-Culture Alignment Questionnaire is designed to help department heads and senior leaders within a large enterprise examine how their individual departmental sub-cultures contribute to or create friction with the overarching corporate mission, vision, and values.

Drawing on the Success Factor Business framework and the principles of the Martial Peter Neuro-Synchronology methodology, this tool guides leaders to identify alignment gaps, surface unconscious assumptions, and co-create decisive, practical pathways toward a unified organisational culture.

How to Use This Questionnaire

This document is designed to be completed by each department head individually, then reviewed collectively in a cross-departmental leadership session. Responses should be candid and reflective. There are no right or wrong answers, only honest ones. The goal is alignment, not uniformity.

The questionnaire is structured across five alignment dimensions:

1. Values & Cultural Identity Alignment
2. Mission & Vision Translation at Department Level
3. Decision-Making Rhythm & Cross-Department Cohesion
4. Leadership Accountability & Culture Ownership
5. Success Measurement & Continuous Cultural Evolution

Department: _____ | Date: _____

Department Head / Leader: _____

SECTION 1 | Values & Cultural Identity Alignment

Success Factor Principle

Change is a decision, not a process. Every department's sub-culture was built by past decisions. Aligning it to a shared vision requires new, conscious decisions made today.

#	Question	Department Response / Notes
1.	How would you describe the unique culture or "personality" of your department? What makes it distinct from other departments?	
2.	Which of the company's stated core values resonate most naturally with your team, and why?	
3.	Are there any core company values that your department currently finds difficult to embody or demonstrate in practice? What are the barriers?	
4.	How would your team members describe the sub-culture of your department if they were completely honest?	
5.	What unwritten rules or norms govern how your team operates day-to-day? Are these consistent with broader company values?	
6.	Where do you see your departmental sub-culture adding the greatest positive contribution to the overall corporate culture?	
7.	If you could redesign one aspect of your departmental culture to better reflect the company's values, what would it be?	
8.	How do your team's habits and rhythms, such as meetings, communication styles, and feedback loops, reflect the company's values in action?	

#	Question	Department Response / Notes
9.	Can you give a specific example of a time your department's sub-culture either supported or conflicted with the corporate vision?	
10.	What cultural "inheritance" does your department carry from past leaders or ways of working, and is it still serving the organisation?	

SECTION 2 | Mission & Vision Translation at Department Level

Success Factor Principle

Sustainable results come from closing the gap between intention and execution. The mission only lives if every leader translates it into the language and rhythm of their team.

#	Question	Department Response / Notes
1.	In your own words, how does your department's core function directly serve the company's overarching mission?	
2.	How clearly do your team members understand the company's mission and vision, and more importantly, how their daily work connects to it?	
3.	What specific departmental objectives have you set that directly translate the company's vision into measurable outcomes?	
4.	How do you currently communicate the corporate mission and vision down through your team? What is working and what needs improvement?	
5.	Where do you see the most significant translation gap, where the company vision loses meaning or relevance by the time it reaches your frontline staff?	
6.	What language or framing resonates best with your team when talking about the company's mission? How do you make it relevant to their role?	
7.	How does your department's strategic plan for the next 12–24 months visibly reflect and advance the corporate mission?	
8.	What is one initiative your department could launch in the next quarter that would directly strengthen alignment with the corporate vision?	

#	Question	Department Response / Notes
9.	How do you handle situations where your department's priorities seem to conflict with the company's stated mission or direction?	
10.	How do you ensure that the company's vision guides decisions during periods of ambiguity, change, or resource constraints within your department?	

SECTION 3 | Decision-Making Rhythm & Cross-Department Cohesion

Success Factor Principle

The rhythm of an organisation determines its results. When departments operate on different beats, the enterprise loses energy. Synchronised decision-making creates momentum.

#	Question	Department Response / Notes
1.	How do you currently make key decisions within your department? Is this process consistent with how other departments make decisions, or does it create friction at the seams?	
2.	What cross-departmental decisions or workflows regularly cause bottlenecks, duplication, or misalignment? What is the root cause?	
3.	How do you currently collaborate with other department heads on shared priorities? What structures or rituals support this, and what is missing?	
4.	When conflict or disagreement arises between departments, how is it typically resolved? Is this process healthy and aligned with company values?	
5.	What is your department's operating rhythm, including planning cycles, review meetings, and feedback loops, and how does it synchronize with the broader enterprise rhythm?	
6.	How do you ensure that information and decisions flow efficiently between your department and the rest of the organisation without creating silos?	
7.	What one change to your cross-departmental decision-making processes would make the biggest positive impact on overall organisational cohesion?	
8.	How do you currently involve other departments in decisions that may affect them? How could this be improved?	

#	Question	Department Response / Notes
9.	What shared metrics or success criteria do you use alongside other departments to measure collective progress toward the company's mission?	
10.	How do you ensure that your departmental decisions reinforce rather than undermine the culture and values of the wider organisation?	

SECTION 4 | Leadership Accountability & Culture Ownership

Neuro-Synchronology Principle

Leaders are the living embodiment of organisational culture. The culture your team experiences is the direct output of the beliefs, behaviours and emotional energy you bring to your leadership every day.

#	Question	Department Response / Notes
1.	As a department head, how do you personally model the company's core values in your daily leadership behaviour?	
2.	How do you hold yourself and your team accountable for upholding the company's culture, particularly during high-pressure periods?	
3.	What specific behaviours or practices do you actively recognise and reward in your team that reinforce the desired corporate culture?	
4.	How do you address behaviours within your department that are inconsistent with or damaging to the corporate culture, and what outcomes have resulted?	
5.	What role do you believe department heads collectively play in being the primary architects of corporate culture, and are you currently fulfilling that role?	
6.	How do you develop cultural intelligence in your direct reports, helping them become culture carriers within their own teams?	
7.	How do you stay connected to the lived cultural experience of your frontline team members, beyond formal reporting structures?	
8.	What blind spots might your leadership style have that inadvertently create cultural misalignment within your team or across departments?	

#	Question	Department Response / Notes
9.	How do you currently partner with HR, L&D, or other culture-focused functions to build and sustain the desired sub-culture in your department?	
10.	If the company culture were audited today, what specific evidence from your department would you be most proud of, and what would you be most concerned about?	

SECTION 5 | Success Measurement & Continuous Cultural Evolution

Success Factor Principle

What gets measured gets managed. Cultural alignment is not a feeling; it is evidenced in behaviours, decisions, results, and the stories your people tell about what it means to work here.

#	Question	Department Response / Notes
1.	What metrics or qualitative indicators does your department currently use to measure cultural health and alignment?	
2.	How do you measure whether your team's sub-culture is positively contributing to overall enterprise performance and mission outcomes?	
3.	How frequently do you formally review and reflect on the cultural health of your department, and what does that process look like?	
4.	What feedback mechanisms do you have in place to capture honest, unfiltered input from your team about cultural experience?	
5.	How do you assess whether your onboarding process is effectively introducing new team members to the desired sub-culture and corporate values?	
6.	What would cultural success look like for your department over the next 12 months, and how would you know you had achieved it?	
7.	How do you incorporate cultural alignment into performance reviews and development conversations for individuals in your team?	
8.	What is one cultural practice from another department or external organisation that you admire and could adapt to your team?	

#	Question	Department Response / Notes
9.	How does your department plan to evolve its sub-culture in response to changes in strategy, market conditions, or organisational growth?	
10.	What would you need from leadership, resources, or cross-departmental collaboration to confidently lead a stronger, more aligned sub-culture in your department?	

Department Leader Reflection & Commitment Summary

Why This Matters

This summary captures your department's cultural commitments in a format that can be shared at the cross-departmental alignment session. It transforms individual reflection into collective, accountable actions.

Reflection Area	Your Response
Our department's greatest cultural strength is:	
Our most important cultural alignment gap is:	
The single most impactful action we commit to in the next 30 days:	
The cross-departmental partnership that would most accelerate our alignment:	
As a leader, I personally commit to the following cultural behaviour change:	

Signature: _____ Date: _____



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