



# FLORIDA KEYS

DEFINING OUR CULTURE



The Florida Keys  
& Key West  
come as you are®

November 4<sup>th</sup> 2025  
PROPOSAL

# CONTENTS

1	EXECUTIVE SUMMARY	[3]
2	PROPOSED SOLUTION	[5]
4	INVESTMENT SUMMARY	[10]
5	THE KORN FERRY DIFFERENCE	[12]
6	APPENDIX – MORE ON WHAT WE MEASURE	[15]

# *EXECUTIVE SUMMARY*

## OUR UNDERSTANDING OF YOUR NEEDS

Ammie, Julia & Team,

As the destination marketing organization for The Florida Keys, you are a growing mission-driven & distributed team.

You work well together, but distance and hybrid work structure make it hard to maintain daily connection.

Operating in a county government framework also adds complexity that can strain the team, but there's a strong desire to establish a great working culture from the inside to work well together.

You want a clear, actionable culture strategy that helps define what "great" looks like for your team – identifying the cultural attributes you want to preserve and new ways of operating to improve.

The ultimate goal is to create a more connected and intentional culture that reflects the unique spirit of the Keys while addressing the realities of hybrid working and administrative challenges.

This starts with awareness and understanding of your current culture and exploring (and appreciating) individual styles and preferences across the team.

From there, we'll co-create a vision for the culture we want to establish and collectively commit to the mindsets, abilities, systems, and structures that will sustain that culture over time.

The following pages outline our approach.

We look forward to the opportunity to work together on this exciting project.

Tim, Patrick, & The Korn Ferry Team

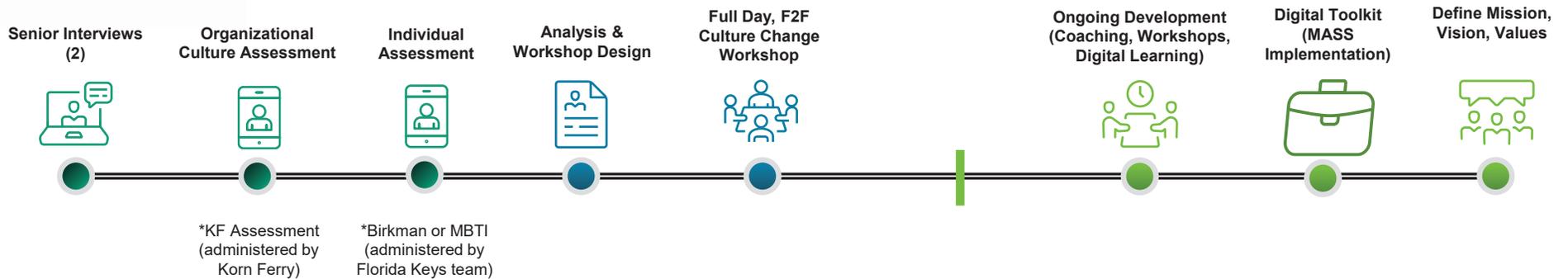
One team, many islands — shaping a culture that unites us to work better, together in the Florida Keys.

# *PROPOSED SOLUTION*



# PROPOSED SOLUTION ROADMAP

## INTERVIEWS, CULTURE ASSESSMENT, PERSONALITY ASSESSMENT, AND WORKSHOP



Phase 1: Research, Culture Assessment, Personality Assessment & Development Workshop

Phase 2: (Optional) Additional Services For Ongoing Activation

# *INTO THE DETAIL*

# KORN FERRY'S ORGANIZATIONAL CULTURE ASSESSMENT

The Organizational Culture Assessment (OCA) is a culture-specific diagnostic assessing key dimensions of culture based on more than a decade of Korn Ferry primary research. The assessment solicits feedback from participants on multiple dimensions of organizational culture and invites them to identify the dimensions that are most distinctive in the current culture and most important for the future culture.

## CULTURE ANCHORS

There are six 'table stakes' cultural anchors that must be present in any organization that wishes to have social license to operate. When these foundational attributes don't exist, organizations expose themselves to operational, legal, and reputational risk.

- Quality Focus
- Ethics
- Values driven
- Social responsibility
- Diversity, Equity & Inclusion
- Safety

## CULTURE FLEXORS

Attributes that don't anchor a cultural system can be dialed up or down to accelerate strategy, act as a competitive differentiator or otherwise positively influence performance. These cultural attributes are neither right nor wrong, but they do involve trade-offs.



# PERSONALITY ASSESSMENT OPTIONS

## COMPARING THE BIRKMAN ASSESSMENT & MYERS-BRIGGS TYPE INDICATOR (MBTI)

Both tools foster self awareness, but Birkman goes a bit further – linking personality to behavior, motivation, and culture fit. The Florida keys team will administer the preferred assessment, and Korn ferry will incorporate key concepts and results into the culture development workshop. See more on how we compare these two options and why we'd recommend Birkman for this project.

### BIRKMAN ASSESSMENT (RECOMMENDED)

**Primary Focus:**

Measures interests, usual behavior, needs, and stress reactions to predict workplace behavior.

**What it Reveals:**

Why people act as they do under different conditions; how to leverage differences for collaboration & culture.

**Depth & Application:**

Combines motivation + behavior + perception. Usable insight for team dynamics, leadership, & culture change.

**Output:**

Detailed reports with work style profiles, stress indicators, and group maps for team design.

**Culture Relevance**

Aligns with the KF MASS Model for change (see appendix) by highlighting how mindsets and behaviors enable or block culture.

### MYERS-BRIGGS TYPE INDICATOR (MBTI)

**Primary Focus:**

Categorizes personality into 16 types based on preferences for energy, information, decisions, and lifestyle.

**What it Reveals:**

How people prefer to interact and make decisions; helpful for communication style awareness.

**Depth & Application:**

Provides static typology → useful for individual reflection but limited link to business outcomes.

**Output:**

Type summary (e.g., ENTJ) with descriptors; less contextualized for team or organizational use.

**Culture Relevance**

Encourages personal awareness but does not measure needs, stress, or workplace alignment.

# WORKSHOP AGENDA (DRAFT)

## EXPLORING MINDSETS, ABILITIES, STRUCTURES, & SYSTEMS

### Welcome & Framing (30 mins)

- Purpose & goals: why culture now?
- MASS Model for transformation (see appendix for more details)
- Key findings from Culture Assessment
- Connect Birkman (styles) to culture

### Self-Awareness (60 mins)

- Birkman overview (interests, needs, behaviors, & stress patterns)
- How styles shape our team & culture
- Link insights to MASS (Mindsets)

### Culture Results Deep Dive (60 mins)

- Review OCA data & MASS themes
- Explore current versus desired state.
- Tie Birkman to collective behavior and mindset patterns

### MASS Activation (3 hours)

(4x 45-min working sessions)

- Mindsets: current vs. future beliefs; connect personal styles & behavior
- Abilities: map strengths and gaps
- Structures: spot enablers/blockers
- Systems: performance, rewards, communication, etc.

### Integration & Prioritization (60 mins)

- From MASS insights to Culture Shifts
- Identify top 2-3 change priorities
- Connect to strategy & leadership

### Commitment & Next Steps (30 mins)

- Individual Takeaways
- Define ownership and next actions
- Plan to embed MASS and Birkman insights into daily work.





# *INVESTMENT SUMMARY*

# PRICING

## WE OUTLINE BELOW OUR INVESTMENT SUMMARY FOR THIS ENGAGEMENT

DELIVERABLES	INVESTMENT
<ul style="list-style-type: none"> <li>• Two 30-minute Stakeholder Interviews.</li> <li>• Organizational Culture Assessment (OCA): Administration, Analysis, &amp; Final Report</li> <li>• Birkman Assessment (to be managed &amp; administered by Florida Keys Team)*</li> <li>• Design and Delivery of Fully Day, F2F Workshop (up to 30 participants)</li> <li>• Overall Project Management</li> </ul>	<p>\$53,000*</p>
OPTIONAL DELIVERABLES	INVESTMENT
<ul style="list-style-type: none"> <li>• Digital M.A.S.S. Implementation Toolkit</li> <li>• Ongoing Development (eg individual coaching, group coaching, digital learning, etc.)</li> <li>• Define Mission, Vision, &amp; Values framework</li> </ul>	<p>Requires further scoping</p>

\*Personality assessment (Birkman, MBTI, or equivalent) to be purchased/administered by Florida Keys team. Depending on which you choose there are typically paid and free versions available online. KF to incorporate concepts into workshop design.



# *THE KORN FERRY DIFFERENCE*

# STRONG AND VALID IP POWERED BY RESEARCH

**THE KORN FERRY INSTITUTE (INSTITUTE)—OUR RESEARCH AND ANALYTICS ARM—DEVELOPS ROBUST RESEARCH, INNOVATIVE IP, AND ADVANCED ANALYTICS.**



**ROBUST RESEARCH & THOUGHT LEADERSHIP TO ANTICIPATE & INNOVATE**

We explore trends and define leadership and human and organizational performance for a fast-changing economy.



**CLIENT ADVANCED ANALYTICS & DATA MANAGEMENT TO GENERATE INSIGHTS**

We integrate our datasets and external data using advanced modelling and AI to produce predictive insights.



**SCIENCE-BASED IP TO ENABLE GROWTH**

We develop and measure what is required for success at work in the new economy.

## TRUSTED EXPERTS IN SOLVING CURRENT AND FUTURE CHALLENGES

8

Awards and fellowships

5

Countries represented

7+

Languages spoken

8

Doctorate degrees

15

Master's degrees

# Why Korn Ferry's Organizational Culture Assessment (OCA)?



The OCA is rooted in deep, research base, successfully applied across organizations worldwide



Comprehensive results that identify the gaps and areas where you need to align and transform your culture with your future state culture vision



We know what good looks like at a team and organization level and structured the OCA to highlight key findings for each



The OCA is a holistic assessment which provides insight into cultural must haves, dimensions of organizational culture and organizational change readiness



We can augment our tool with additional dimensions from our vast assessment library to provide a tailored and robust analysis on the areas you want to assess



With one of the largest databases of employee information and our research with The World's Most Admired Companies, we bring fresh and provocative insights and benchmarks to every engagement



# APPENDIX

# WHAT WE MEASURE IN THE CULTURE ASSESSMENT

Survey Element	<i>What it is...</i>	<i>What it tells us...</i>	<i>How we measure it...</i>
<b>Anchor Dimensions</b>	Anchors are the cultural attributes that must be present in any organization that wishes to have social license to operate.	When these “table stakes” attributes don’t exist, organizations expose themselves to operational, legal and reputational risk.	Using a five-point response scale, the degree of favorability with statements about the organization’s current <b>culture</b> .
<b>Flexor Dimensions</b>	The cultural attributes that can be dialed up or down to accelerate strategy, act as a competitive differentiator or otherwise positively influence performance.	These cultural attributes are neither right nor wrong, but they do involve trade-offs.	Using a five-point response scale, the degree of favorability with statements about the organization’s <b>current</b> culture.
<b>Flexor Prioritization</b>	The culture dimensions that are most distinctive in the current culture and most important in the future culture.	An understanding of the gap between the current and future state on the most important dimensions.	A prioritization exercise to identify the top 5 most important culture dimensions for the current and future culture.
<b>Change Readiness</b> (see next slide)	An assessment of the organization’s readiness to change based on Korn Ferry’s MASS model for understanding individual behavior change and influencing how people act.	An organization’s readiness in four areas: Mindset, Ability, Structure, and Systems.	Using a five-point response scale, the degree of favorability with statements about the organization’s current state.



# OUR MASS MODEL CREATES A BLUEPRINT FOR CHANGE

We propel behavior change at scale by defining the right mindsets, abilities, structures and systems to manifest shifts needed for strategy, business, and culture transformations

**MINDSET**

Do individuals have the **MINDSET** to drive the right behavior?

**ABILITY**

Do we have the right **ABILITY** to behave in the desired way?

CREATING THE WILL

PAVING THE WAY

**STRUCTURE**

Does the **STRUCTURE** of operating model and organizational design support the beliefs and behavior we want?

**SYSTEMS**

Do our core work processes and human **SYSTEMS** support and enable the employee as they attempt to work in new ways?

