Culture Eats Strategy for Breakfast
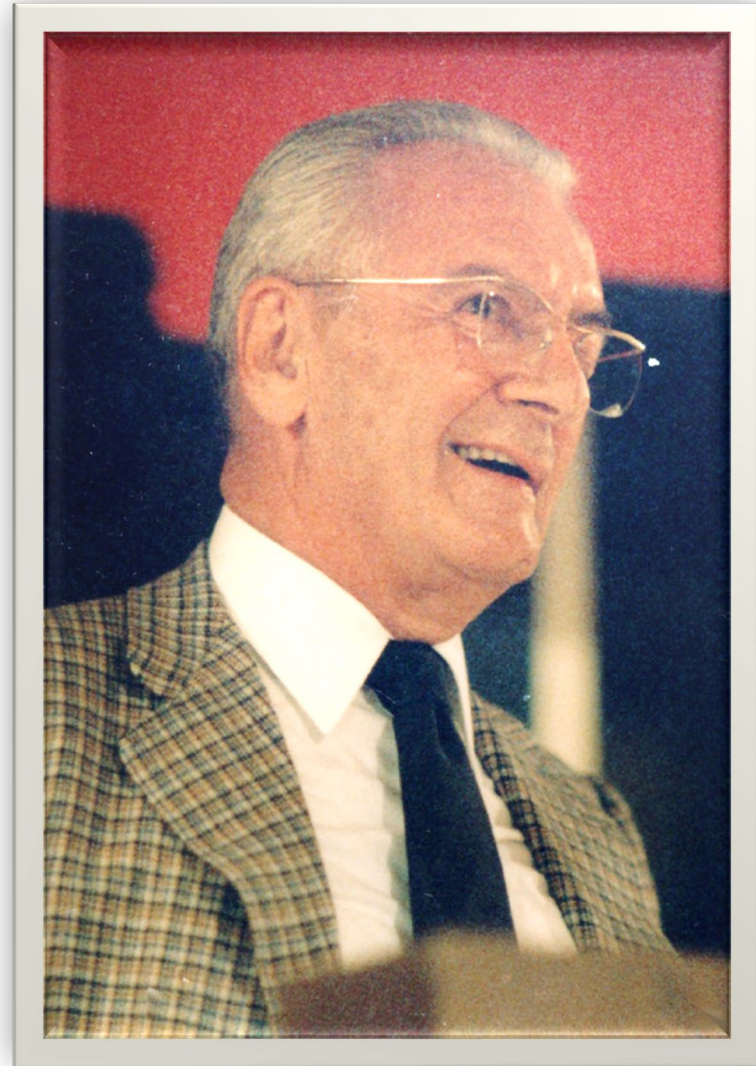
Building and Sustaining a Great Culture in Your Crisis Program

Heather Honaker

James Sinegal

Sol Price

When you think of the culture within your organization, what word comes to mind?

Session Objectives

Understand workplace culture and its impact on employee retention

Learn practical ways to operationalize culture- building skills in your crisis program

1

2

3

Gain knowledge of three skills for developing and sustaining a great culture

Culture

Culture: from the Latin *cultus*, which means *care*.

The unique character and personality of your organization or crisis program.

The sum of its values, traditions, beliefs, interactions, behaviors, and attitudes.

A set of living relationships working toward a shared goal.

"It's not something you are, it is something you do"

"How we do things around here"

What influences culture?

Leadership

People

Management

Mission, vision & values

Workplace practices

Work environment

Policies & philosophies

Communications

43% of leaders feel connected to their organizations culture

20% of employees report that they feel the same way

Gallup, 2018

Employees who feel connected to their organization's culture are...

4x

As likely to be engaged at work

5x

As likely to recommend their organization

68%

Less likely to feel burned out at work

55%

Less likely to be actively looking for another job

Gallup, 2018

Great Culture

- Attracts talent
- Retains talent
- Drives engagement
- Impacts happiness and satisfaction
- Enhances diversity, equity, and inclusion
- Affects performance
- Delivers the best possible customer service experience

How can we build and sustain a great culture in our crisis programs?

Building Safety 🛡️

Building Safety

- Safety is the foundation on which culture is built

- A steady pulse of small, subtle interactions

- Signals of connection generate bonds of belonging and identity

Safety looks like

- People gathering

- Showing respect

- Handshakes, high fives

- Asking questions

- Joking and laughter

Belonging Cues

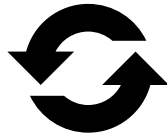Energy ✚

Individualization ✚

Future Orientation

= You are safe here

Belonging's Impact on Engagement & Experience

Increase in job performance

Reduction in turnover risk

More employee raises

More employee promotions

Decrease in sick days

Deloitte

Spotlight your Fallibility

Capitalize on Threshold Moments

Make Sure Everyone Has a Voice

How have you assured everyone in your program has a voice?

Sharing Vulnerability 🔓

To **share** vulnerability means to engage in a habit of **mutual** risk that drives **trusting** cooperation.
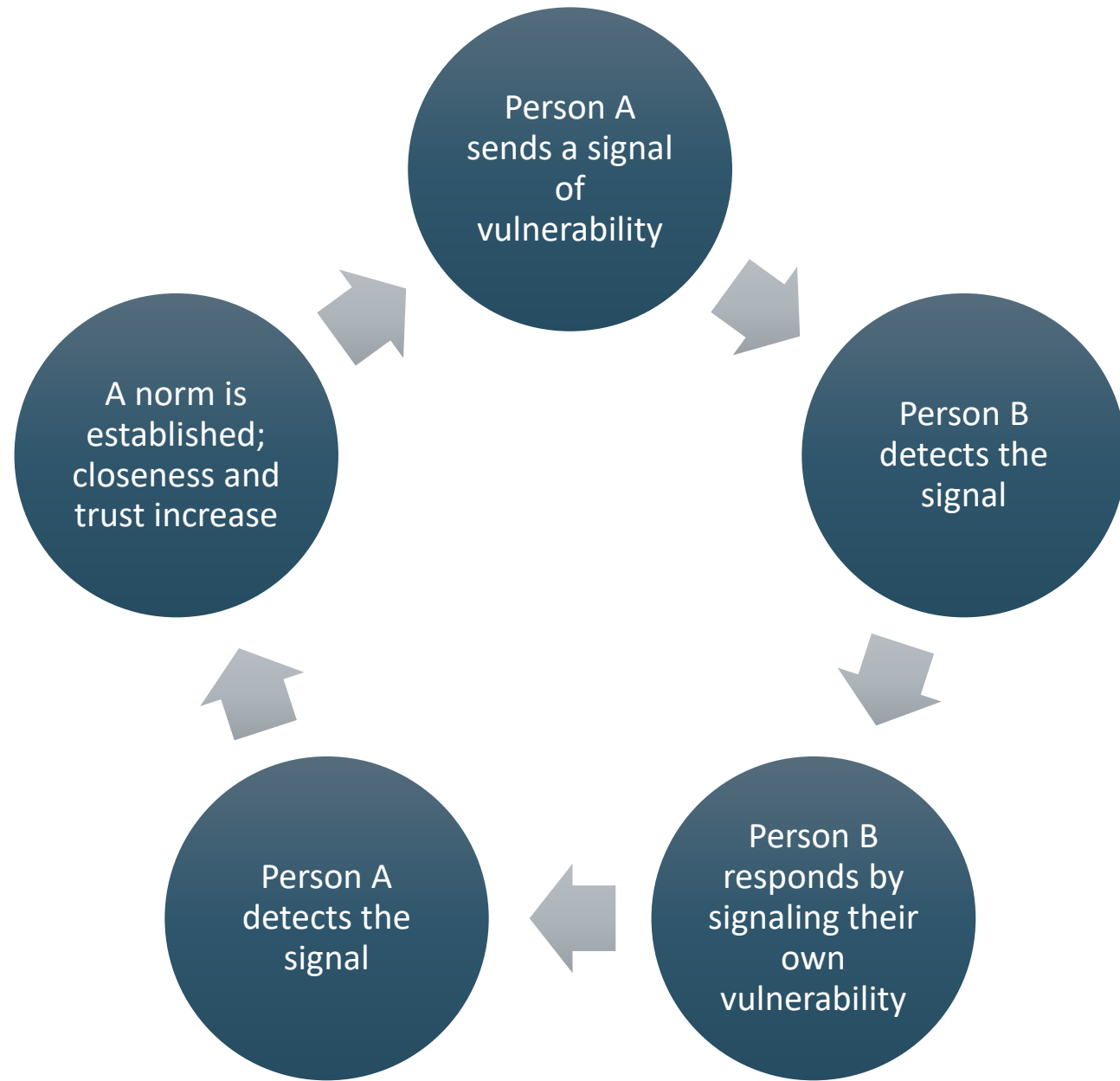
When is a time you have delivered tough news to an employee?

Vulnerability Loop

Person A sends a signal of vulnerability

Person B detects the signal

Person B responds by signaling their own vulnerability

Person A detects the signal

A norm is established; closeness and trust increase

Lead By Example 🔓

Focus on the Firsts

First
Vulnerability

First
Disagreement

Separate Employee Performance From Development

Performance Review

Professional Development

Vulnerability without boundaries
is **not** vulnerability.

-Brené Brown

Establishing Purpose

Simple signals that

focus attention and engagement

on the **shared goal**

High Purpose Environments

Here is where we are
and
here is where we want to go

Be a Culture Broadcaster

"Collect the dots and connect the dots"

"One size fits one"

"Make the charitable assumption"

"We love problems!"

Identify Shared Values & Rank Priorities

Gather your employees

Invite input from **all levels**

Explore **collective** values

Choose a handful of **priorities**

Operationalize Workplace Values

Write each value at the top of a large poster page and post around the room

Ask each person to focus on the first value and identify the behaviors that they believe would support that value and contribute to your culture. Write one behavior per sticky note and place on the poster page

Repeat the process for each value

Assign a working group to each value to identify themes

"Rumble" over themes for each value as a group to come up with a list of behaviors aligned with your values

As a Team

❖ Work as a team, with a strong foundation of communication

❖ Give grace and assume positive intentions, believing everyone is doing the best they can

❖ Openly discuss and learn from issues and mistakes, without fear of blame or negative consequences, and in the spirit of learning how we can do things differently next time

❖ Behave in a respectful manner, absent of intimidation or discrimination

❖ Trust and support each other on good days and challenging days, knowing the work we do is hard

❖ Emphasize collaboration and lean on each other to creatively problem solve how to meet the needs of the people we serve

❖ Look out for one another, recognizing safety risks, and being aware of what team members need to ensure the safety of everyone

For the People We Serve

❖ Welcome everyone and find creative ways to say "yes"

❖ Truly care about the people we serve, and treat them with dignity and respect

❖ Listen to the voice of the person served, and allow them to guide their treatment path

❖ Believe the person served and their family are the experts in their care, and empower them to choose the solution that will work best

❖ Are committed to safety and give persons served the opportunity to make safe choices

❖ Offer opportunities to receive care in the least restrictive setting possible

Measure what matters

Creates awareness and alignment and directs behavior toward the purpose

Culture

- Is important
- Must be nurtured
- Is a work in progress

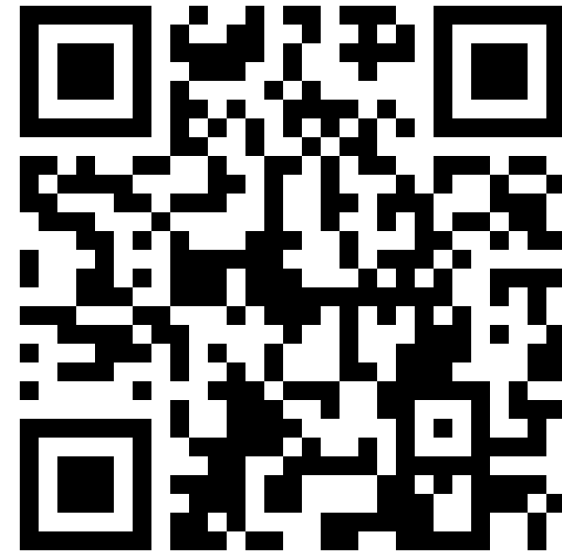"Culture isn't the most important thing, it's the only thing."
- James Sinegal

*For more information about how **TBD Solutions** can support your organization in...*

- Crisis System Assessments
- Training Development & Facilitation
- Technical Assistance
- Program Development
- Process Improvement

Email: Heatherh@tbdsolutions.com or check out our website at **www.TBDsolutions.com**

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Thank you!