



Take Control by Cultivating Intentional Culture

For the Training Officers Consortium

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Helping Organizations
Redefine and Pursue Wellness

Agenda



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1. Defining culture, and proving it matters
2. Building intentional culture with Values, Behaviors, and Rituals
3. Current research on culture
4. Actionable takeaways



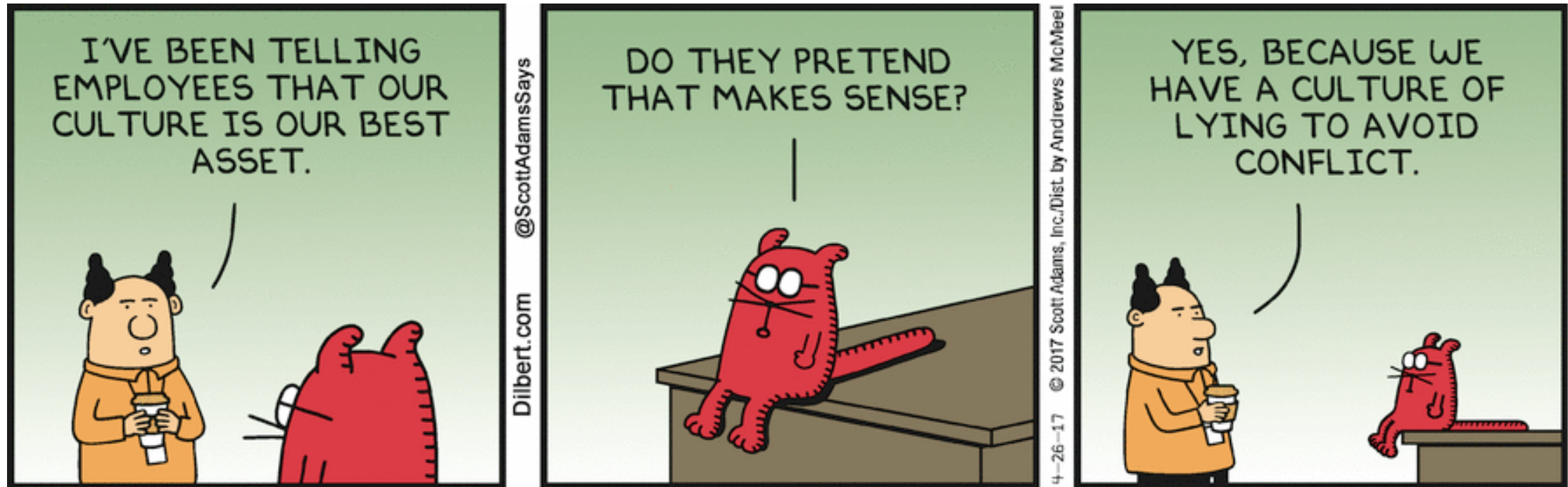
Culture is the key

cul·ture /'kəlCHər/

The values, norms, and beliefs characteristic of and exhibited by a particular group



Obligatory Dilbert on “Culture”



But what's the sad part?

At least the Pointy Haired Boss can verbalize the culture!



Culture is easy to feel, and hard to measure

Abstract

Culture is hard to pin down and difficult to describe

Unconscious

Once you're a part of culture, it's hard to see

Dynamic

Culture is always changing

Relative

Culture is only relatively "good or bad" based on the extent to which it is helping your company achieve its goals

Powerful

Culture is powerful because it guides the behavior of your employees



Culture is easy to feel, and hard to measure

Workforce-Culture Alignment Model

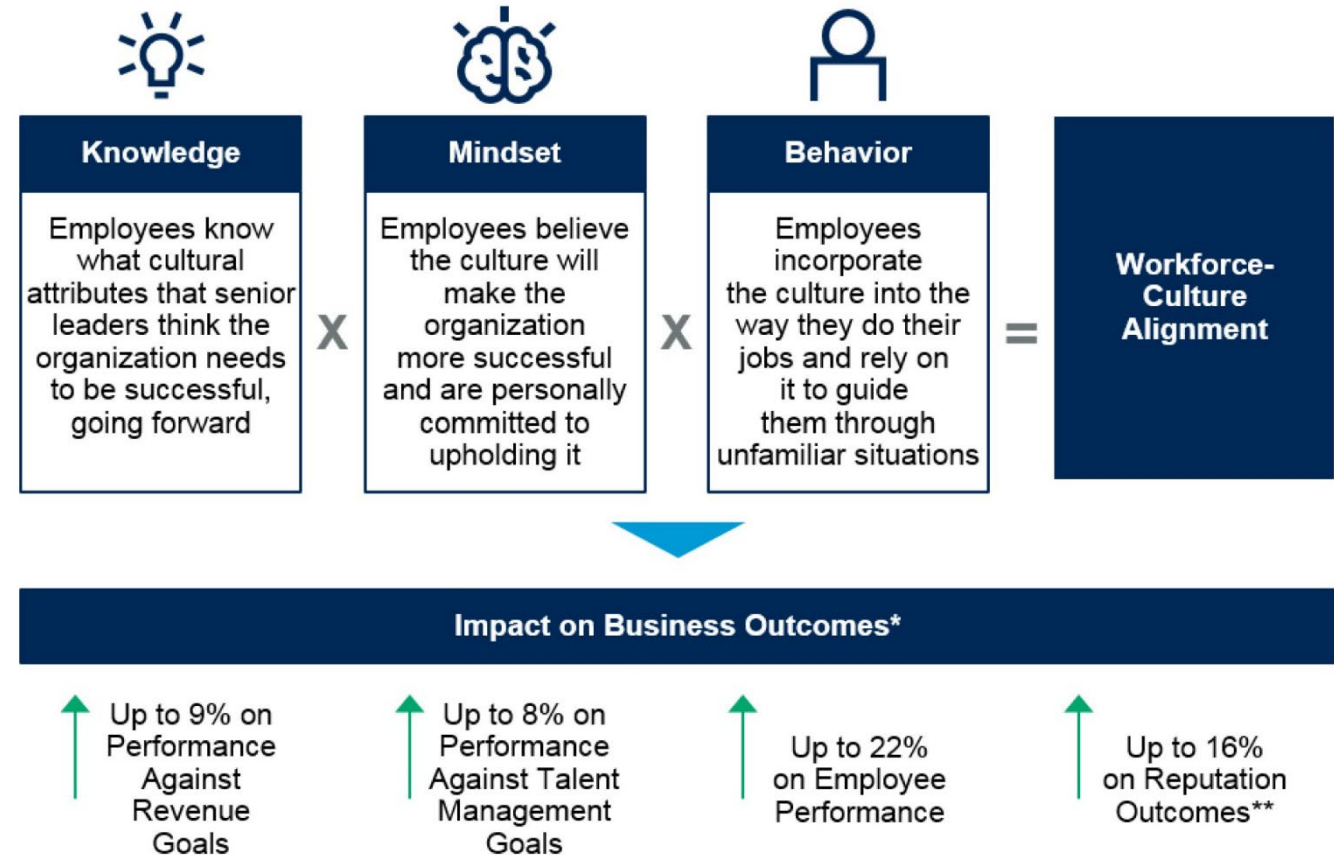
Anecdotally:

Think about a place you've worked where the culture clicked?

How about a place where it was toxic for everyone?

Quantitatively:

- +22% on Employee Performance
 - +8% against Talent Management Goals
- ## Management Goals



* Percentages show the standardized impact of moving from average WCA to maximum WCA.

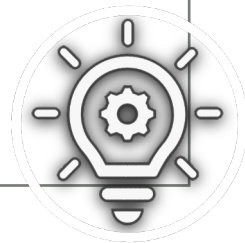
** Reputation outcomes include the positivity of customers and general perceptions of an organization.

Source: Gartner, "How HCM Technologies Can Support Cultures That Perform in Uncertain Times," published 16 April 2020 by Analysts John Kostoulas, Helen Poitevin

Knowledge, Mindset, Behavior

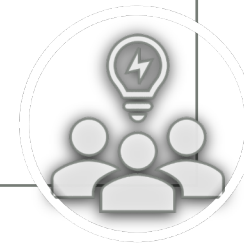
- Employees know what cultural attributes that senior leaders think the organization needs to be successful going forward

Knowledge



- Employees believe the culture will make the organization more successful and are personally committed to upholding it

Mindset



- Employees incorporate the culture into the way they do their jobs and rely on it to guide them through unfamiliar situations

Behavior



Source: Gartner, "How HCM Technologies Can Support Cultures That Perform in Uncertain Times," published 16 April 2020 by Analysts John Kostoulas, Helen Poitevin



The Foundation of Intentional Culture





**Establishing behaviors and rituals that
build a positive team culture**

Behaviors

- Create opportunities for two-way dialogues that focus on a realistic picture
- Recognize employees are key stakeholders: show them you plan to look out for them for the long haul
- Model the Behaviors



Cafeteria



We Take Care of Ourselves, We Take Care of Each Other, We Take Care of This Place

Looks Like



- Come prepared
- Stay seated
- Eat first

Sounds Like



- Level 2 voices

Hallway



We Take Care of Ourselves, We Take Care of Each Other, We Take Care of This Place

Looks Like



- Straight line
- Facing forward
- Hands in own space
- Stay to right side of hallway
- Silent Oakie wave to say "hi"

Sounds Like



- 0-1 voice level



**What is one thing you
do every day or every
week?**

**What does this say
about that which you
value?**



Rituals

Examples:

- Meetings start at :05/:35 and run either 25 minutes or 50 minutes, no more
- One day a week is meeting-free
- Promote a monthly wellness challenge
- Discuss this culture monthly
- Have virtual coffee with a different colleague once a week, and tell something you learned to the team





Example – the Path to Intentional Culture

CEEK Rituals

- Speak or write daily gratitude
- Adopt weekly/daily “Analog Time”
- End meetings & presentations with CTA
- Tell a story in all presentations
- Share knowledge after learning experience
- Promote a monthly wellness challenge
- Assess & discuss culture monthly
- Deliver hand-written holiday cards
- Adopt a wish of a child each year
- Pursue annual development initiative

Mission & Vision

Mission
CEEK helps organizations redefine and pursue wellness

Vision
An inspired workforce serving conscious organizations

Core Values
Embrace Passion, Integrity, and Creativity...Be ePIC™

www.ceekllc.com
info@ceekllc.com

CEEK's Better Way

OUR FIVE Y'S
authenticitY - honestY - empathY - humiliTY - accountabilitY

Passion
We 'ceek' to make a difference in the lives of our clients and colleagues with tangible impacts on our community.

- Define ourselves by why, not what
- Don't sacrifice the important for the perpetual urgent
- Do for one what you wish you could do for many
- Understand and amplify each other's passion

Be Intentional

Integrity
We 'ceek' to reinforce healthy mind, body, and spirit of our colleagues, maximizing productivity and fulfillment.

- Honor our worth
- Honor our word
- Honor our wholeness
- Honor vulnerability...promote authenticity

Value people over profit

Creativity
We 'ceek' innovative approaches to inspire and empower organizations and individuals to succeed.

- Believe it before we see it
- Tell a 'Story'...it's worth a thousand pictures
- “Wow” our client to exceed expectations
- Take the 'Conn' – to address challenges

CEEK a Better Way®





Culture's Impact on Productivity and Engagement



Research shows two factors influence how culture interacts with people.



vs.



Cultural Fit

Reflects the values, norms, and behaviors of the team or organization as it currently exists

Cultural Adaptability

The ability to rapidly learn and conform to organizational cultural norms as they change over time

Source: Matthew Corritore, Amir Goldberg, and Sameer B. Srivastava, "The New Analytics of Culture," *Harvard Business Review*, Jan-Feb 2020.

Fit vs. Adaptability

The process of cultural alignment does not end at the point of hire.



Stayed

Increasing cultural fit as they settle into the team



Fired

Unable to adapt to culture



Left Voluntarily

Adapted early, then left as culture evolved

Source: Matthew Corritore, Amir Goldberg, and Sameer B. Srivastava, "The New Analytics of Culture," *Harvard Business Review*, Jan-Feb 2020.

Culture's Impact on Productivity and Engagement



Fit/Adaptability affects performance and retention, though not like you might think!



Values congruence

The extent to which employees' core values and beliefs about a desirable workplace fit with their peers

Perceptual congruence

How well employees can read the “cultural code” by accurately reporting the values held by peers

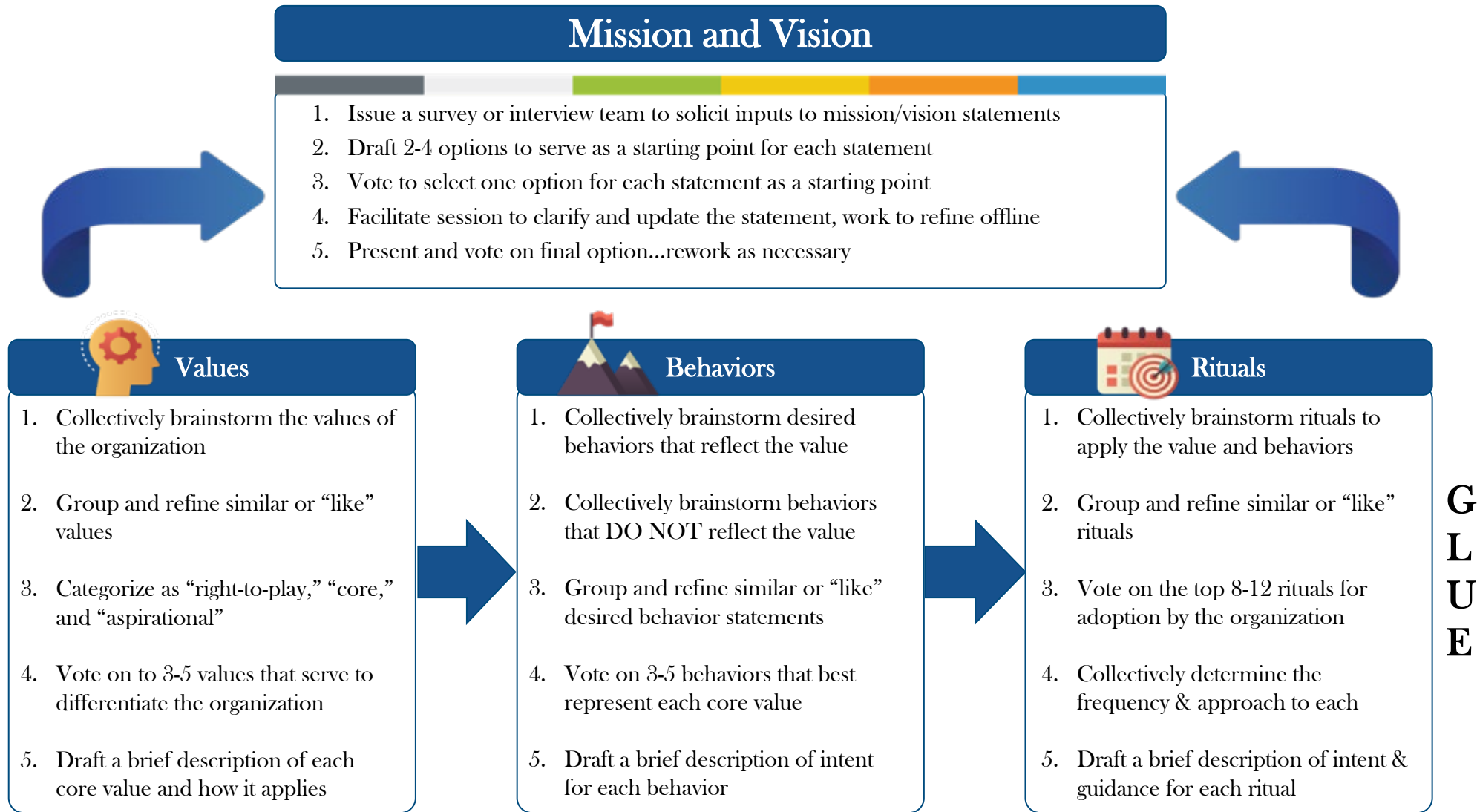
Source: Matthew Corritore, Amir Goldberg, and Sameer B. Srivastava, “The New Analytics of Culture,” *Harvard Business Review*, Jan-Feb 2020.

Adaptation

What most predicts success is the rate at which employees adapt as organizational culture changes over time.



Building the Foundation



Example – the Path to Intentional Culture

ODSTA Strategy

Mission
ODSTA provides leadership on information solutions and drives innovation of modern practices and digital services...


Vision
...to deliver superior information technology solutions that empower EPA's mission...

Values
...by collaborating and leading in pursuit of optimal solutions that are flexible and meet stakeholder business needs.


Our Services

Trusted mediators between stakeholders and IT service providers

- Planning & Architecture
- Project Consulting
- Application Development
- Research & Innovation



Office of Digital Services and Technical Architecture (ODSTA)



For more information, send an email to: AskODSTA@epa.gov

Core Values

Collaboration

- Follow through on commitments
- Demonstrate discipline of effective meetings
- Engage customers proactively – ask good questions, listen well, and create trust
- Set the example for use of collaborative technologies

Innovation

- Begin with the user need – tell a story
- Search for solutions using different perspectives and experiences
- Actively seek external thoughts and support
- Prioritize continuous learning

Flexibility


- Open my mind, challenge my own assumptions
- Bring a solution-oriented attitude
- Redirect resources and time as priorities change
- Seek a better way

Leadership

- Expect – and empower – staff leadership
- Define and measure success
- Hold each other accountable to our values and results
- Embrace and apply prioritization framework
- Learn quickly and adjust

How We Work

- Start each meeting with stated objective
- End each meeting with CTA (call to action)
- Respond to all calls, e-mails, and calendar notices
- Maintain schedule and work notifications
- Facilitate monthly priorities review
- Publish and update Priority Projects Result Dashboard
- Assess ODSTA values in performance appraisals
- Adopt and facilitate project retrospectives



Example – the Path to Intentional Culture

Mission

The CRU performs high quality clinical and translational research...

Vision

...in order translate environmental research insights into human health gains

Core Values

Collaboration, Innovation, Positivity, and Integrity

OUR SERVICES

The Clinical Research Unit (CRU) works with NIEHS scientists to conduct studies that involve on-site human sample collection, analysis and functional assessment.

NIH National Institute of Environmental Health Science
Your Environment. Your Health.

Clinical Research Unit Credo Card

<https://www.niehs.nih.gov/research/clinical/durham/index.cfm>

Innovation

- Take initiative to advance knowledge
- Be brave to challenge "status quo"
- Share & promote new ideas
- Embrace change to advance
- Plan time for strategic thought
- Seek opportunities to improve
- Be curious

Collaboration

- Engage all affected parties
- Share pertinent information
- Listen with intent to learn
- Solicit & provide feedback
- Accept/support majority decisions
- Engage to find "best" solution
- Be forthright – maintaining dignity

Positivity

- Express gratitude
- Be supportive of colleagues
- Assume positive intent
- Accept critical feedback
- Bring solution-oriented mindset
- Embrace opportunities to teach
- Assess process, not person

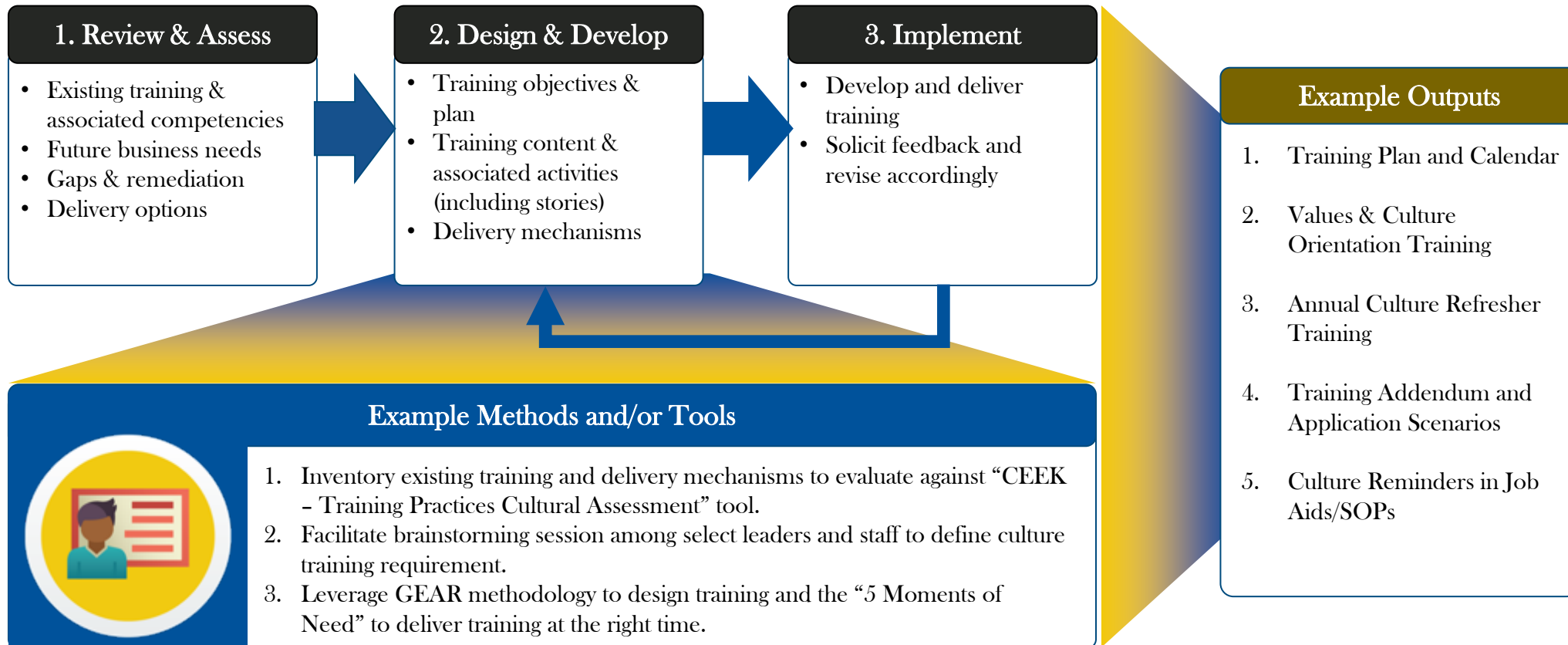
Integrity

- Commit to best effort
- Honor our word
- Ask for help when needed
- Ask for a grant forgiveness
- Speak up
- Hold each other accountable
- Respect all colleagues

CRU RITUALS

- Celebrate birthdays & work anniversaries quarterly
- Prepare & distribute meeting agendas/materials
- Share knowledge after learning experience
- Promote & engage in monthly wellness activity
- Prepare & distribute meeting summaries
- Share personal & work accomplishments at monthly All-Hands
- Facilitate retrospectives at major study milestones

“Train...to Orient Staff to Culture”

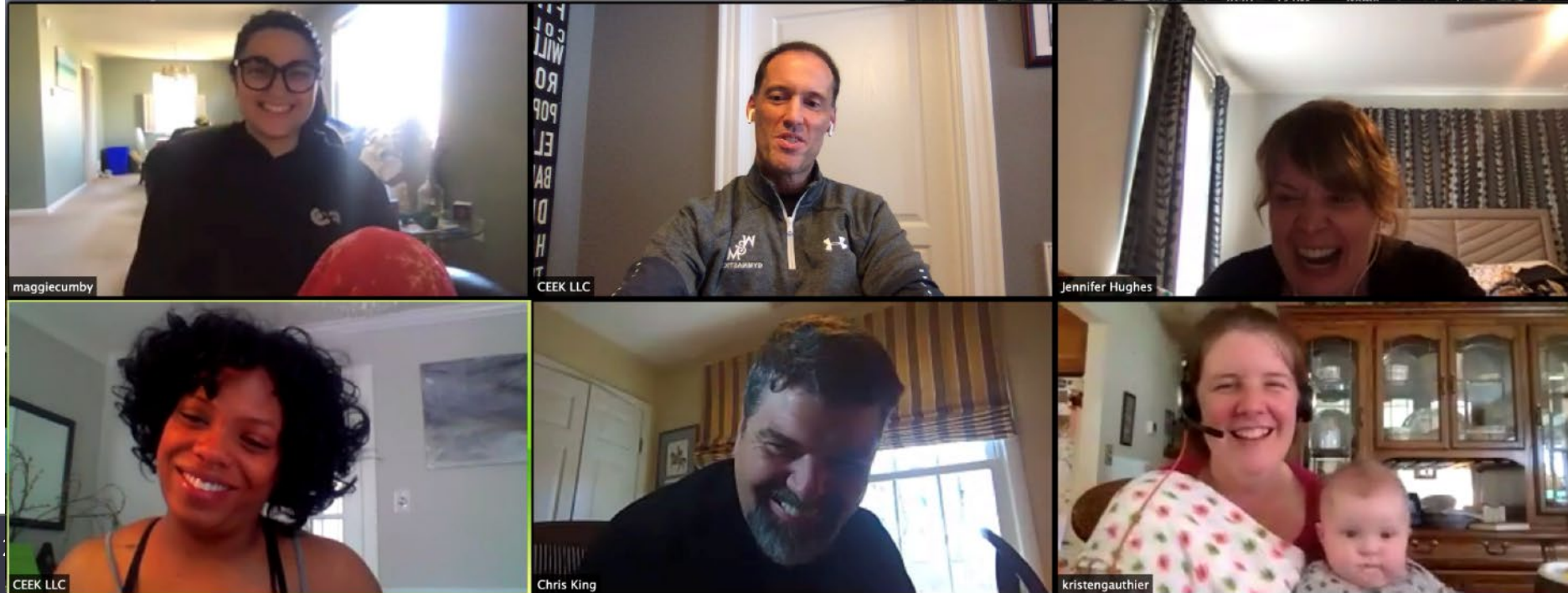


Be intentional about your culture



Be intentional about your culture

1. Collectively brainstorm: the *values* of the organization; the desired *behaviors* that reflect the values; and *rituals* to apply the value and behaviors
2. Vote on and claim these as your Values, Behaviors, and Rituals
3. Commit to talking with your team about each of these on a regular basis to create a set of core shared beliefs.





CEEK a Better Way[®]

**Thank you for
participating today!**

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Find us:   

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