

FRPA – Emerging Leaders Institute

Florida Elks Youth Camp

March 14 - 16, 2023

BUILDING ORGANIZATIONAL CULTURE

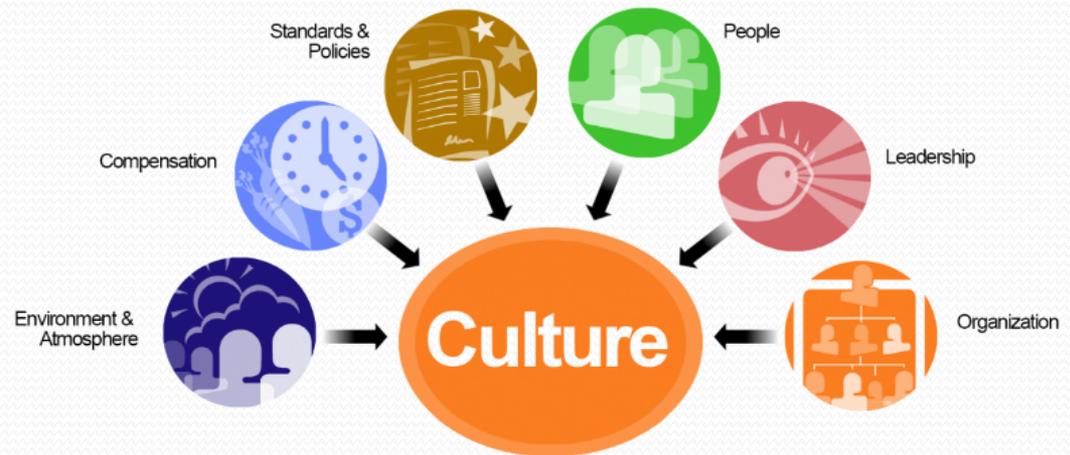


Learning Objectives:

- Understand the meaning of organizational culture, and learn ways to access your organization's culture.
- Understand what makes up culture, how to build culture, and how to align these with your personal vision and values.
- List 6 priorities for building a solid culture.
- Understand the importance of clear and consistent communication.
- Develop a plan to build culture within your team, even if your organizational culture is not ideal.

Defining Organizational Culture

- The underlying widely shared set of beliefs, values, assumptions, rituals, and ways of interacting (acceptable behavior) that contribute to the unique social and psychological environment of an organization.
- Culture is shaped by organizational leadership; emerging naturally; and often Value Blueprinting helps culture take shape by design.
- The fit – the feel!
- Culture drives behavior; behavior drives results!
- Great leaders create an environment that energizes the team and keeps them performing at their best!



Defining Organizational Culture

Types of Culture

- 1. Power/Role/Hierarchy-Top down decision making, control systems with clear lines of authority.
- 2. Task/Clan-Collaborative, nurturing, mentoring, family-like, doing things together.
- 3. Adaptive/Adhocracy-Equal, free decision making, value personal expression, action-oriented given throughout the organization (entrepreneurial).
- 4. Person/Market-Agency wide competitiveness, both with people and products, results-oriented, get the job done.

Culture Qualities

- Resilience
- Gratitude
- Acceptance
- Trust
- Integrity
- Respect
- Listen to learn and understand

How To Assess Culture

- Do the core values & beliefs align with the mission?
- Motivators – why do you come to work?
- Attitudes/personalities.
- Adaptability - is change easily accepted.
- Do you feel valued (prof/personally).
- Do employees have a sense of belonging and purpose.
- Is there clear and consistent communication.
- Consistent performance expectations.
- Survey staff, customers, community and business partners.
- Are you aware of what the public's perception is of your organization?



The 6 Priorities of a Solid Culture

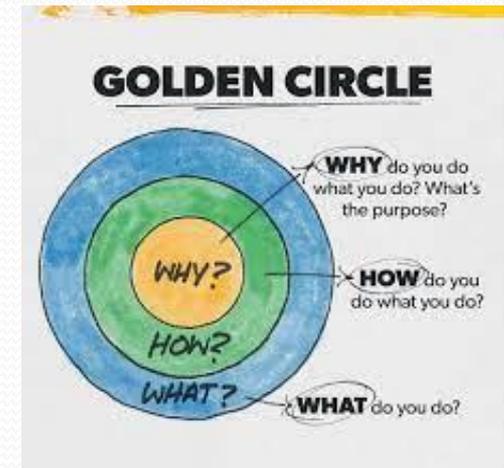
1. Context - core values/employee engagement.
2. Inclusion - hiring practices (DEI).
3. Onboarding Process – training/development.
4. Performance Management (policies/procedures, evaluations/goals, promotion plans, work-life balance).
5. Reward & Recognition (networking, incentives, merit, fair compensation).
6. Communication (feedback, resident impact, purpose, validation, contribution).



The Importance of Communication

It's essential for leaders to clearly, consistently communicate the organizations mission and core values.

- Values should be communicated from the top down.
- Do your leaders communicate the “Why!” Talk about what you do, and why you do it.
- Be cognizant that sub-cultural groups develop organically within divisions and other employee groups – communicating values and expectations from the top down improves continuity.
- Written communication must be reflective of values.
- Much communication is non-verbal: How do your actions and behavior affect the environment within your workplace?
- Leaders must be open to feedback/criticism; accept mistakes; set clear expectations; redirect counterproductive behavior; hold people accountable.



Develop a Cultural Management Plan

- Define/share a set of cultural values.
- Value statement – your vision; what the organization should represent.
- Encourage collaboration/communication.
- Create a diverse and inclusive workplace (hire for cultural fit first).
- Make employees feel valued; reward uniqueness; empower.
- Align culture with strategy and processes.
- Ask staff how's it going; Who are we? What makes us who we are? Conduct informal surveys.
- Somethings aren't in your control - move on and be patient.



Closing Thoughts



“Leadership is not about being in charge. Leadership is about taking care of those in your charge.” *Simon Sinek*

“For our own success to be real, it must contribute to the success of others.” *Eleanor Roosevelt*

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Thank You!!



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