



**FRPA – Emerging Leaders Institute**

**Florida Elks Youth Camp**

**March 14 - 16, 2023**

**BUILDING ORGANIZATIONAL CULTURE**

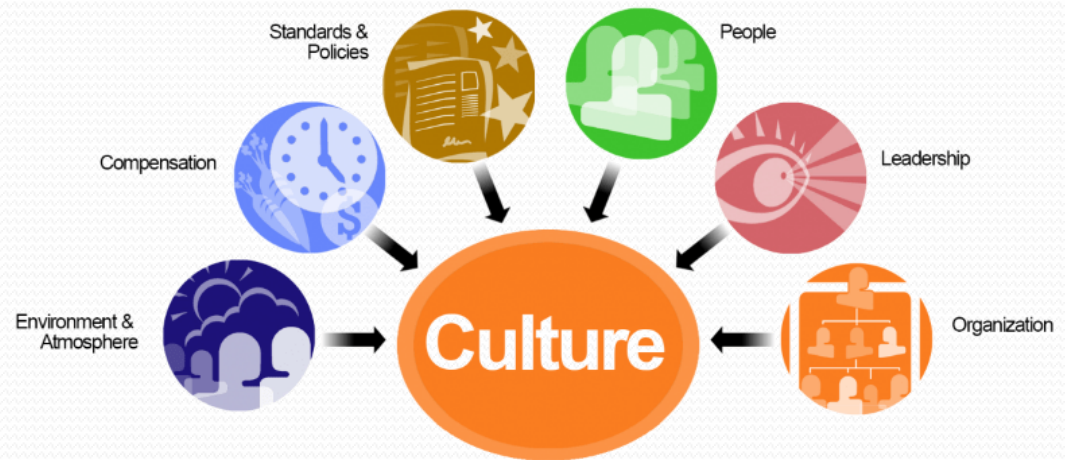
# Learning Objectives:

- 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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