

Real Culture

*Unite your team and improve
performance with clarity & speed*



Changing the World — One Organization at a Time®



My Journey





human
synergistics®

INTERNATIONAL

Changing the World — One Organization at a Time®



CULTUREUNIVERSITY.COM

Awareness • Education • Impact

The premier workplace culture blog



2014 Word of the Year:
CULTURE - the beliefs,
customs, arts, etc., of a
particular society,
group, place or time

What is Workplace Culture?

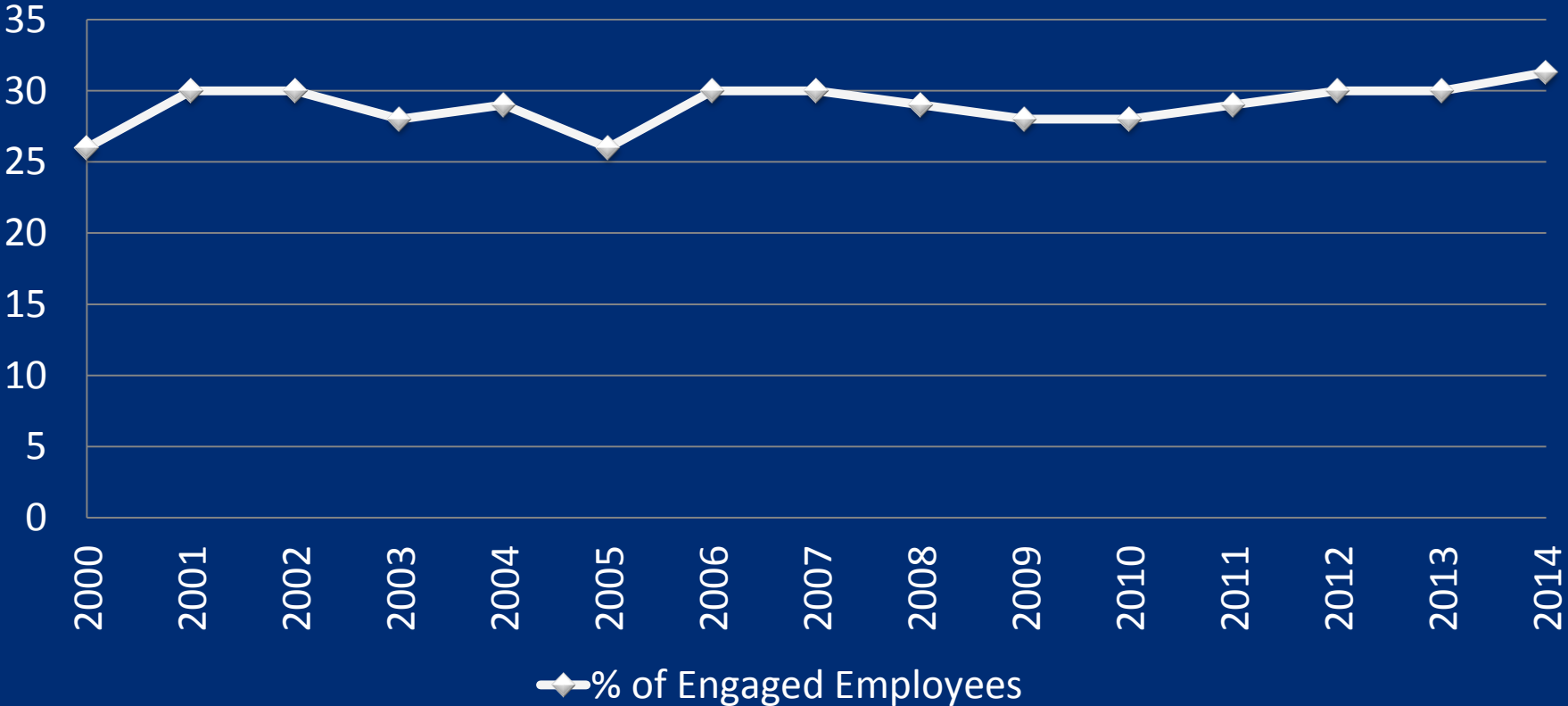
*Shared beliefs and
assumptions about the
organization's
expectations and
values.*

Culture Clarity



**How can you recognize
when culture change is
needed?**

Gallup Results – 15 years





Real Culture
is the root of your
organization's success.

Constructive Behavior



OCI Constructive Styles

Interacting with others and approaching tasks in ways that will help them to meet their higher-order *satisfaction* needs

11 Achievement

Employees are expected to set realistic goals and solve problems effectively

12 Self-Actualizing

Employees are expected to gain enjoyment from their work and produce high-quality products/services

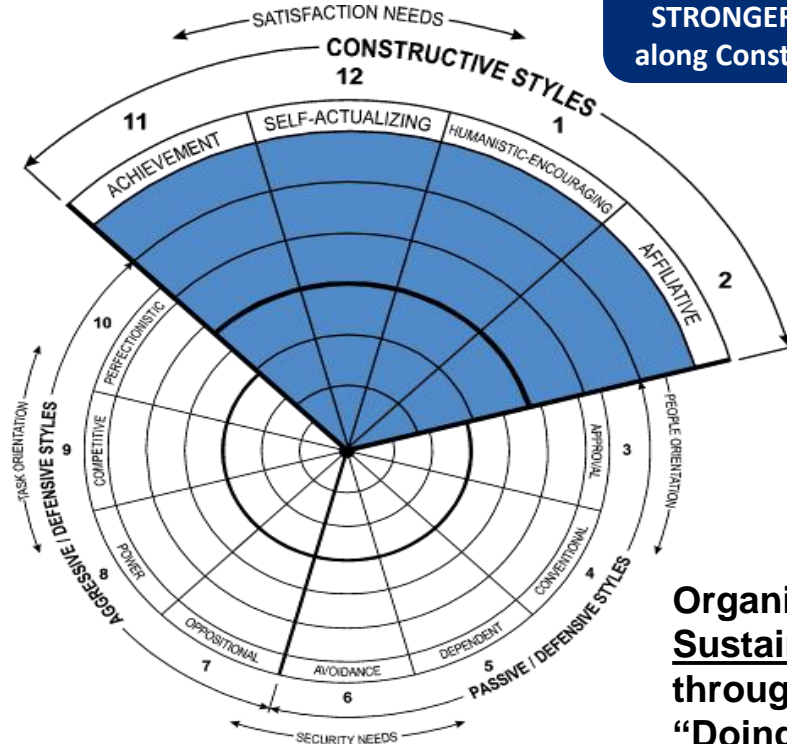
1 Humanistic-Encouraging

Employees are expected to be supportive, constructive, and open to influence in dealing with others

2 Affiliative

Employees are expected to be friendly, open, and sensitive to the satisfaction of the work group

Effective individuals in organizations show **STRONGER** tendencies along Constructive styles



Organizational Sustainability through Members “Doing Good”

Aggressive Behavior



Passive Behavior



- Constructive
- Passive
- Aggressive



ORGANIZATIONS



TEAMS



LEADERS

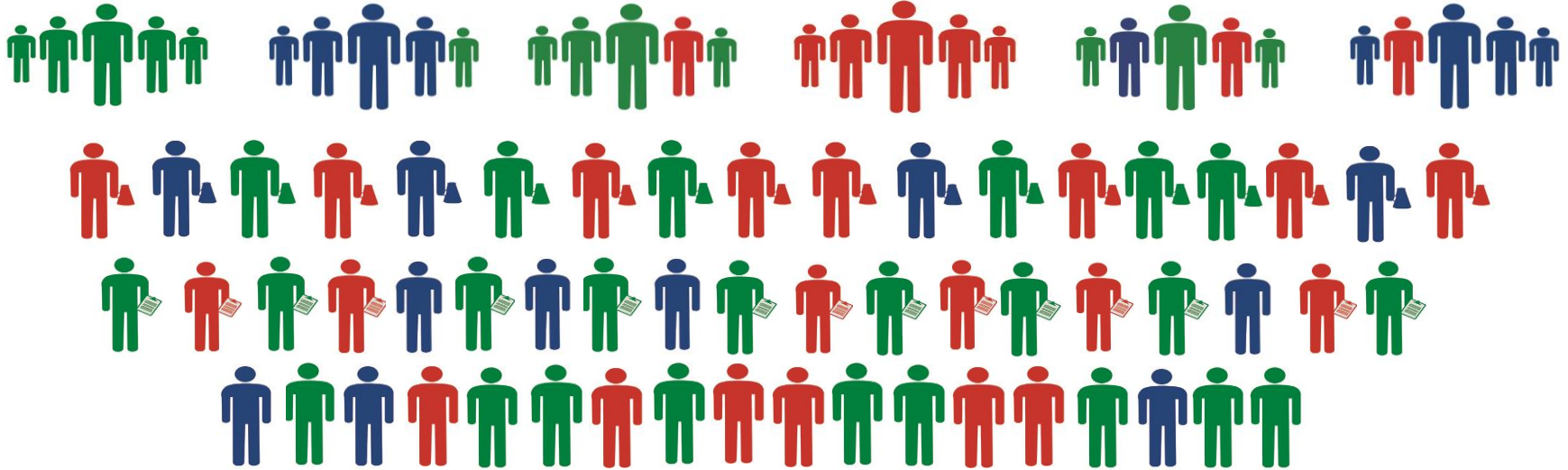


MANAGERS

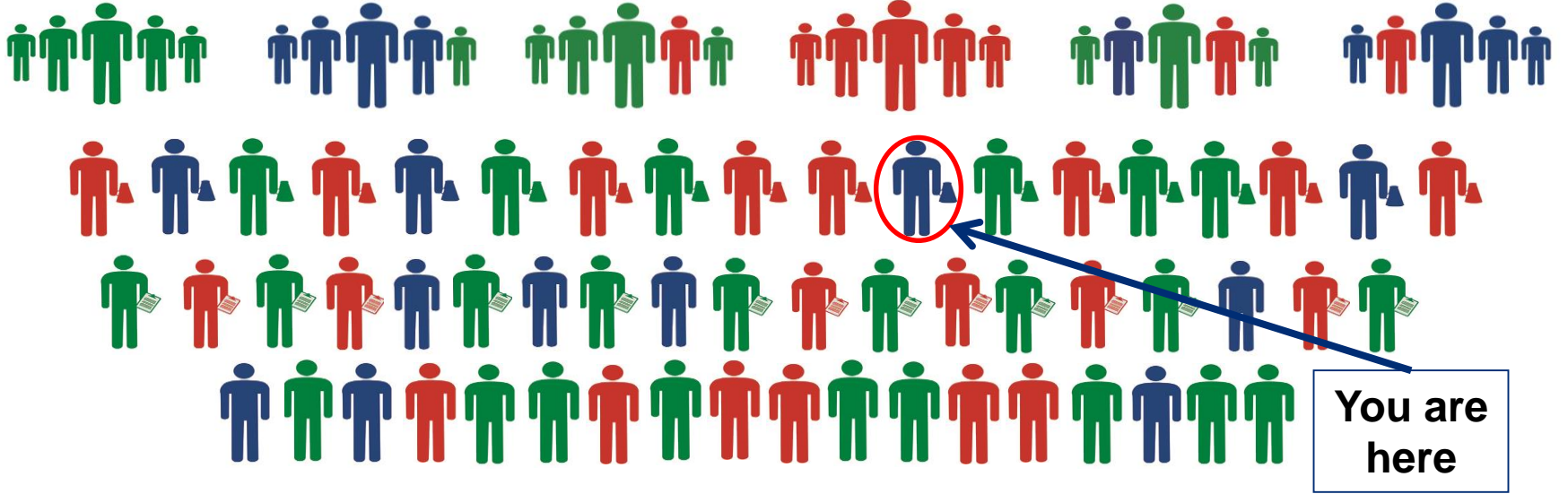



INDIVIDUALS

- Constructive
- Passive
- Aggressive



- Constructive
- Passive
- Aggressive



A person wearing a dark suit and black shoes stands on a light-colored stone-paved surface. A long, dark shadow is cast from the person onto the ground to their left. The background is a dark, solid color.

*Every leader casts
a shadow, so be
aware of the fact
that people will
do what you do.*

-David Novak

*Chairman and CEO,
Yum! Brands*

Culture Change





Culture Roadmap

A Roadmap for Building Your Performance Culture



START

1

Evaluate Current Performance

Identify Top Performance Priorities

1. _____
2. _____

💡: Commonly growth, profit, customer satisfaction, quality, etc.

2

Identify How Culture Plays a Role

Strengths

1. _____
2. _____

Weaknesses/Area of Improvement

1. _____
2. _____

💡: Think frustrations & behavior holding back performance priority results - commonly teamwork, accountability, creativity, discipline/organization, ownership, etc.

5

Clarify Strategic Priorities and Goals

Identify Strategic Priorities

💡: Ideally no more than 3-5 areas of work clearly communicated & focused on performance priorities. Document in clear summary.

4

Define Values and Expected Behaviors

💡: Be very specific about behaviors that should be expected. Use feedback & prioritization. Document & communicate.

6

Engage Team to Define SMART Goals

🔑: Goals support each strategic priority & reinforce expected behaviors.

💡: Use feedback & prioritization with team(s).
• Document & track.

3

Clarify Improvement Vision

💡: Focus on a performance priority, strengths & weaknesses from Step 1. It should be motivating, instill confidence & support a defined purpose or mission.

STOP: The organization's purpose or mission must be articulated and visibly evident.

7

Clarify & Track Key Measures

💡: Consider a unifying metric: highly visible measure of performance priority. Define leading & lagging measures for performance priorities.

8

Maintain a Management System for Priorities / Goals

💡: Weekly/monthly meeting, standard agenda, track status & remove barriers. Focus on performance priority results & expected behaviors. Recognize progress, coach & facilitate continuous improvements.

9

Manage Communication Habits

💡: Standard daily/weekly/monthly habits. Feedback to confirm clarity (pre-review, during, after). Use standard agendas. Surface & eliminate drama/rumors. Focus on results & expected behaviors.

10

Build Motivation Throughout

💡: Regular formal & continuous informal reward & recognition. Celebrate progress on performance priorities. Provide positive feedback on demonstrating expected behaviors and coach when behaviors are not shown.

Current Status:



Effective



Not Effective

Changing the World — One Organization at a Time®



Bottomless Pit



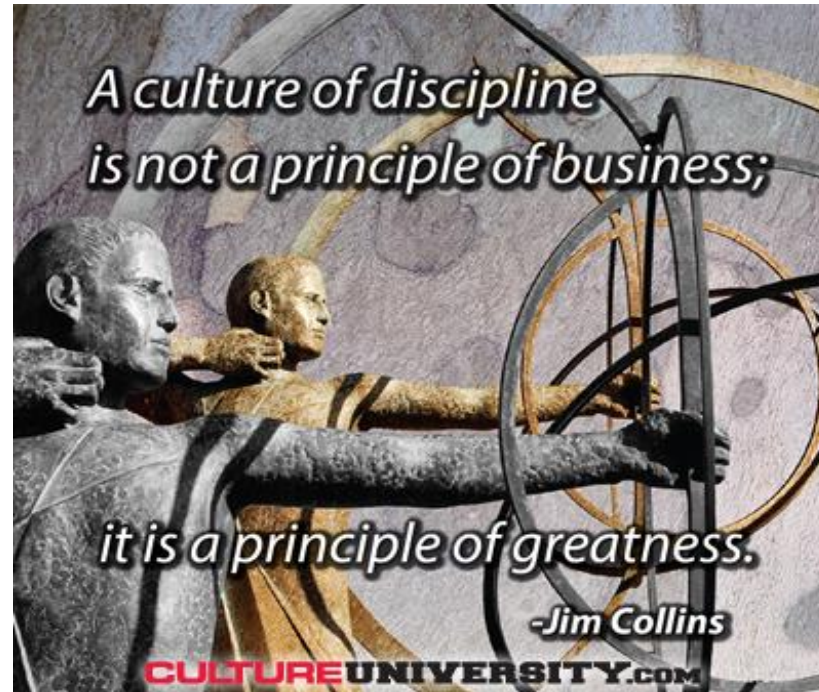
#1 – Top Performance Priority



#2 - Strengths & Weaknesses



Group 1: Discipline / organization



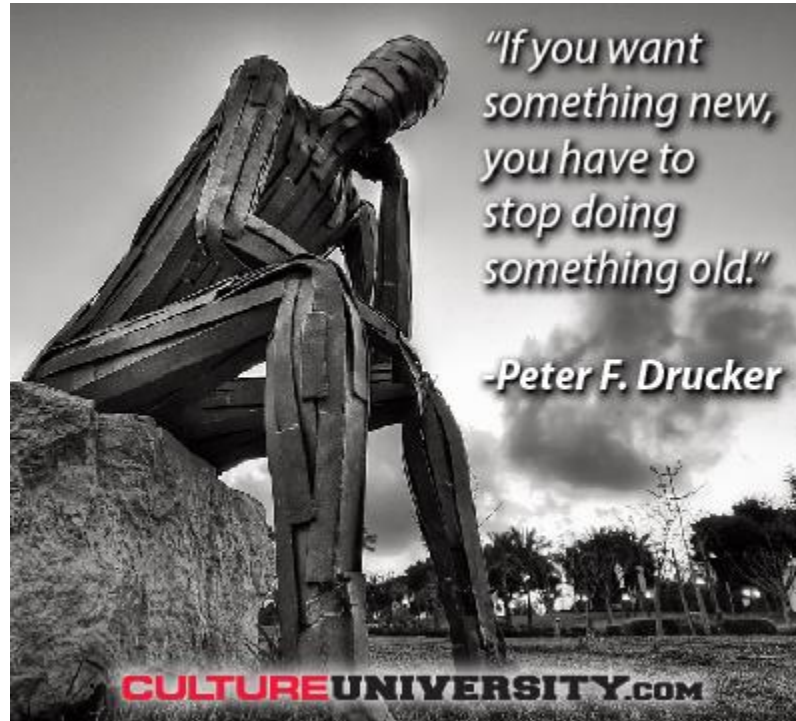
Group 2: Involvement / engagement



Group 3: Teamwork / collaboration



Group 4: Creativity / innovation



#3 - Bold Vision



#4 - Values & Behaviors



#5 – Strategic Priorities

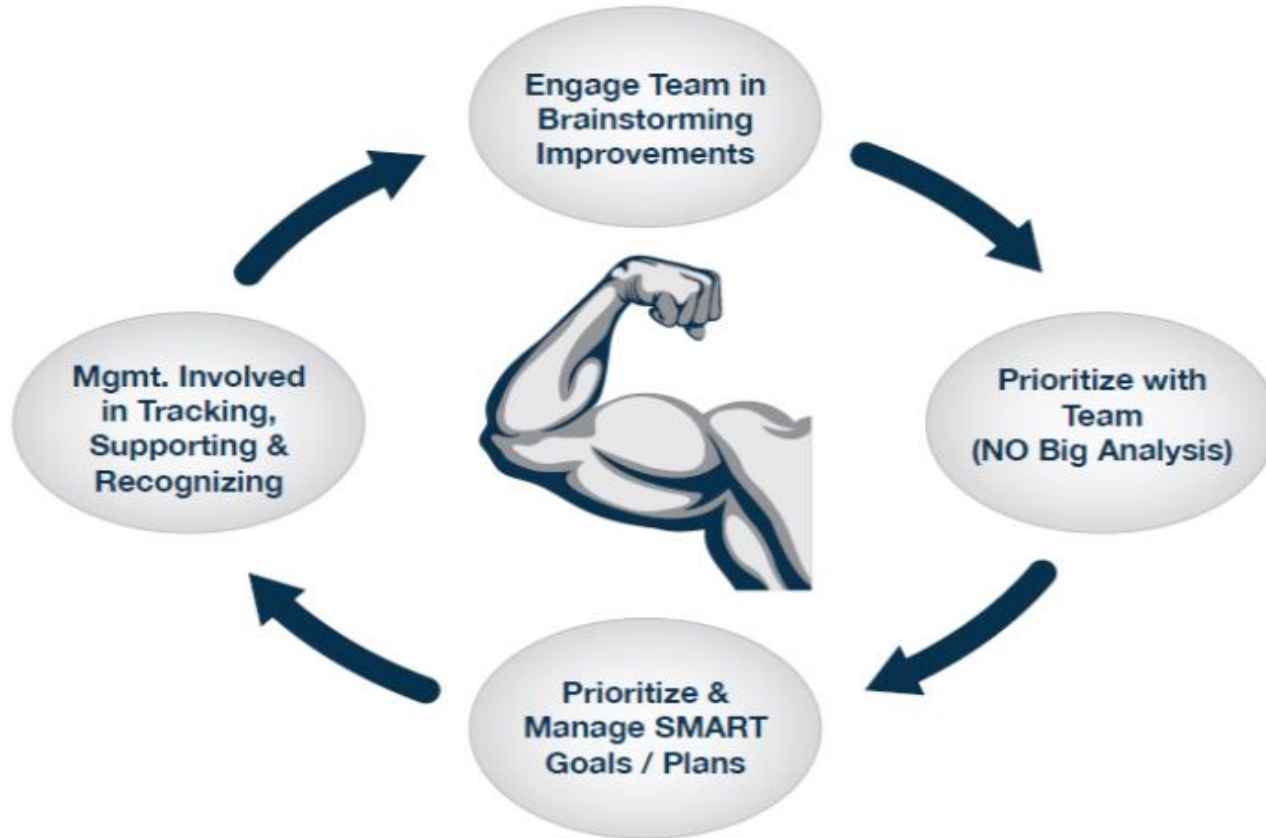


#6 – SMART Goals

32



Building Culture Muscle



#7 - Key Measures



#8 – Management System



#9 – Communication Habits



be

here

now


The Dancing Guy

Derek Sivers:

How to start a movement

TED2010 · 3:09 · Filmed Feb 2010

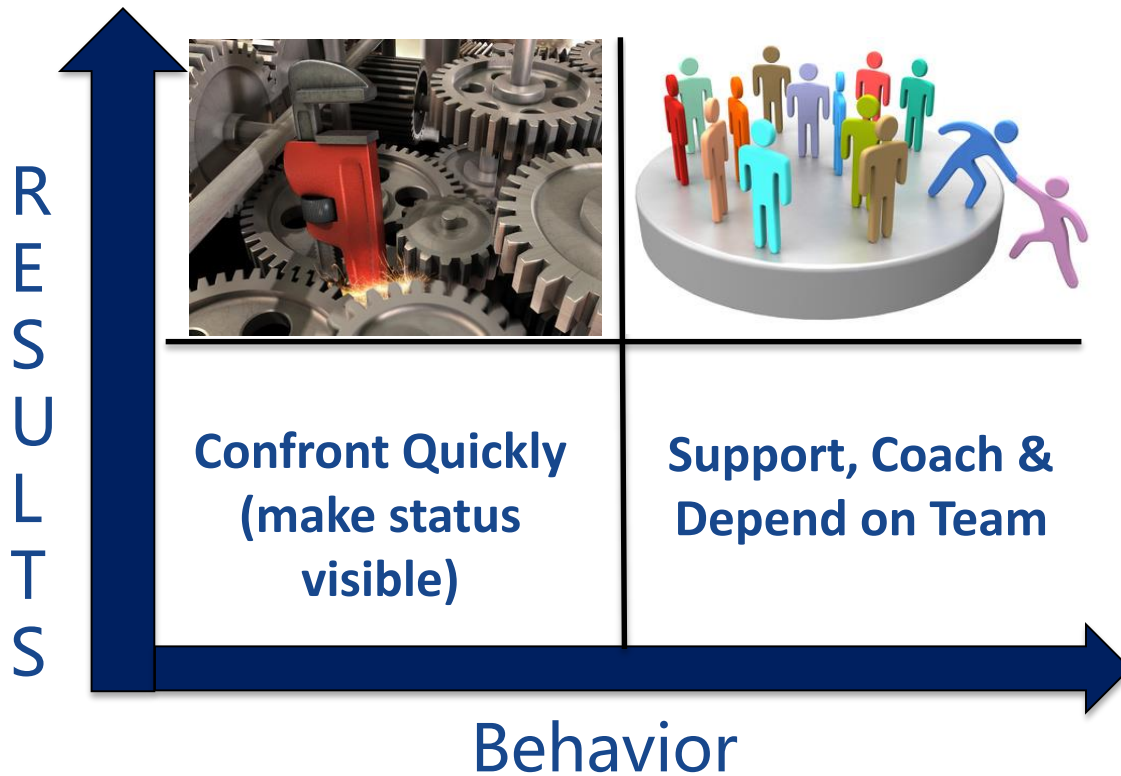
Subtitles available in 64 languages

 [View interactive transcript](#)



#10 - Build Motivation





Culture Roadmap

A Roadmap for Building Your Performance Culture



START

1

Evaluate Current Performance

Identify Top Performance Priorities

1. _____
2. _____

💡: Commonly growth, profit, customer satisfaction, quality, etc.

2

Identify How Culture Plays a Role

Strengths

1. _____
2. _____

Weaknesses/Area of Improvement

1. _____
2. _____

💡: Think frustrations & behavior holding back performance priority results - commonly teamwork, accountability, creativity, discipline/organization, ownership, etc.

5

Clarify Strategic Priorities and Goals

Identify Strategic Priorities

💡: Ideally no more than 3-5 areas of work clearly communicated & focused on performance priorities. Document in clear summary.

4

Define Values and Expected Behaviors

💡: Be very specific about behaviors that should be expected. Use feedback & prioritization. Document & communicate.

6

Engage Team to Define SMART Goals

🔑: Goals support each strategic priority & reinforce expected behaviors.

💡: Use feedback & prioritization with team(s).
• Document & track.

3

Clarify Improvement Vision

💡: Focus on a performance priority, strengths & weaknesses from Step 1. It should be motivating, instill confidence & support a defined purpose or mission.

STOP: The organization's purpose or mission must be articulated and visibly evident.

7

Clarify & Track Key Measures

💡: Consider a unifying metric: highly visible measure of performance priority. Define leading & lagging measures for performance priorities.

8

Maintain a Management System for Priorities / Goals

💡: Weekly/monthly meeting, standard agenda, track status & remove barriers. Focus on performance priority results & expected behaviors. Recognize progress, coach & facilitate continuous improvements.

9

Manage Communication Habits

💡: Standard daily/weekly/monthly habits. Feedback to confirm clarity (pre-review, during, after). Use standard agendas. Surface & eliminate drama/rumors. Focus on results & expected behaviors.

10

Build Motivation Throughout

💡: Regular formal & continuous informal reward & recognition. Celebrate progress on performance priorities. Provide positive feedback on demonstrating expected behaviors and coach when behaviors are not shown.

Current Status:



Effective

Not Effective

Changing the World — One Organization at a Time®



3%

Passive Cultures

NEW CONSUMER DESIGN BEHAVIORS IMPROVED
REGISTRATION MARKET PLANNERS ARE COMING
PLANNED TO BE THE NEXT BIG THING

BAR

RESCUE



Small, illegible text block in the bottom right corner, possibly a list or a set of instructions.

Aggressive Cultures

A man is shown from the chest up, wearing a blue jumpsuit with a name tag that says "Joe" and a brown suit jacket over a white shirt and a patterned tie. The background is split into a yellow left side and a light blue right side.

**UNDERCOVER
BOSS**

Culture Journey





Phase 2 – Individual & Team Development

*The saddest
thing in life is
wasted talent.*

-Bronx Tale, 1993





Phase 3 - Sustainability

Culture Journey Example

- Phased approach to constructive culture development

- Phase 3:
Systems for Sustainability**
- Hiring For Fit
 - Leadership Development
 - Succession Development
- Refine the foundation with a focus on innovation



TEAMS



INDIVIDUALS



LEADERS &
MANAGERS

- Phase 2:
Expand the Approach**
- Team Development
 - Individual Development
 - Collegial Coaching Skills
- Refine the foundation with a focus on collaboration



TEAMS



LEADERS &
MANAGERS



INDIVIDUALS

**Phase 1:
Build the Foundation**



ORGANIZATION



TOP LEADERSHIP
TEAM

Constructive Culture Development

Sustainable Results

5%

#RealCulture

#Results

@TimKuppler

Tim.Kuppler@HumanSynergistics.com