Creating a Positive and High-Performing Culture

Presenters: Lori Charvat & Ric Matthews

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Presenters

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Learning Objectives

At the end of this session, you will gain. . .

- Insights on ***what*** culture is and ***how*** to shape it
- Practical ideas for shaping a culture that aligns with your vision, values and mission

Assumptions

1. Cultures that are *truly* aligned with their vision, values and mission will be high-performing.
2. “Positive” cultures support the health and well-being of its people.

How these 60 minutes will unfold

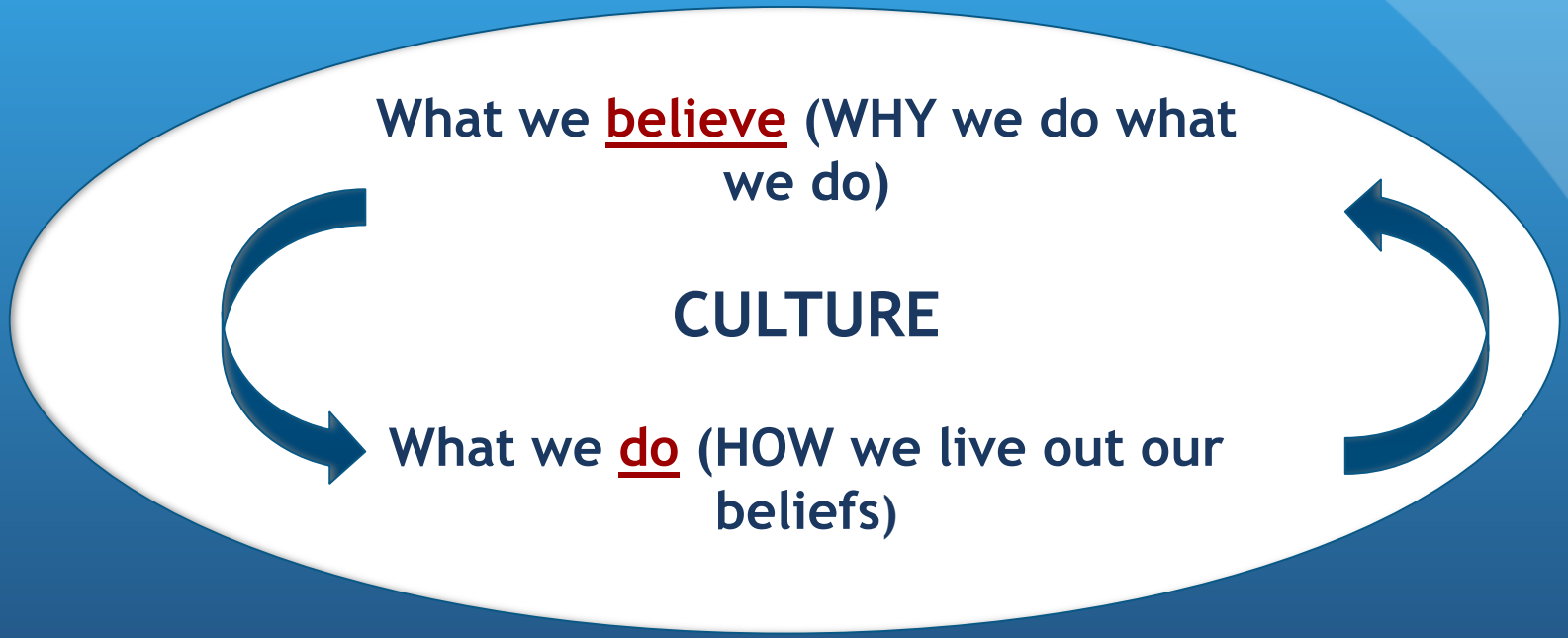
- What is “culture”?
- Connecting culture to core purpose
  - Vision, Mission, Values
- Assessing your current culture – identifying your beliefs and behaviours?
- What shifts do you want/need to make to deliver on your mission?
- What can you do to the shift your culture?

What is “CULTURE”?

THE WAY WE DO THINGS AROUND HERE

What defines your current culture?

Culture = shared beliefs + common expression of beliefs



Culture aligns with core purpose

The role of Vision, Values and Mission in culture

VISION

- **Meaning, Identity and Purpose**

VALUES

- **Our beliefs, priorities, non-negotiables**

MISSION

- **Our deliverables, actions, outputs**

RELATIONSHIPS

To understand culture, identify what you Believe and Do

- Who we are? (Vision and Values)
- Who is the "we"? (Stakeholders & Deciders/Definers)
- What we do (Mission)
- How do we work with each other?
- How do we defines success?
- How do we sustain our success?

How are we living out our Mission, Values and Vision?

Step 1: Identify implications for what we need to believe and do

- Being who we want to be (living out our identity and purpose)
- Embracing the "we“ that forms the core of our organization
- Achieving the output needs we want
- Making the right decisions in the right way
- Sharing information in ways that best serve or vision and mission
- Have the necessary differences in experience, perception, approach
- Ensure appropriate growth/ sustainability

Step 2: Understand the drivers and anchors of culture

Meaning/Identity: who we are, what we do, where we are going, and why this is important.

Relationships/Trust: who is the "we" that determines our purpose and ensures we get there.

Information/Action: who shares what information when, and how do decisions & actions get taken

Capabilities/Skills: what capabilities, capacity & competency enable us to achieve our objectives.

Strategy: what plans and thinking drive and support the achievement of the vision and mission.

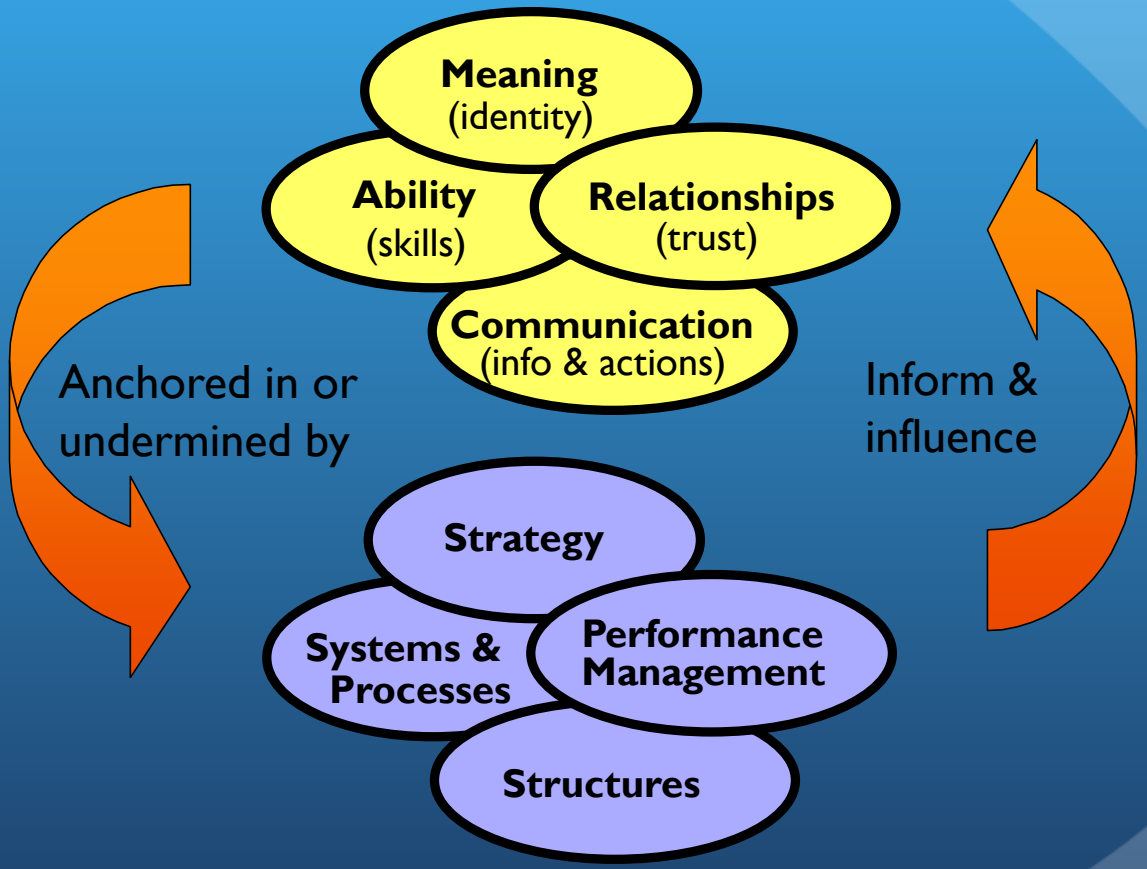
Structure: what provides the platform, context and vehicle that enables us to achieve our objectives

Systems & Processes: what provide the supportive/normative enablers for the way we do our work.

Performance Metrics: How do we measure and monitor the effectiveness of our efforts

Drivers and Anchors of Culture Change

Drivers of Change



Anchors of Change

Step 3: Identify the culture you *need* to deliver on your mission

Meaning/Identity:

Stakeholder focus: Owners – Employees – Customers – Community/Environment – All
Time span priority: Short term gains - Medium term gains - Long term sustainability

Relationships/Trust:

Cooperation: Independent Silos - Dependent cooperation - Interdependent cohesion
Conflict/Diversity: Denial - Avoidance - Mitigation - Acceptance - Intentional Embrace

Information/Action:

Change: Uncontained - Consistency & control/order - Innovation & Creativity
Leadership style: Directive/task - Directive/task&people - Participative /task - Particpative/task&people

Capabilities/Skills:

Ability: People as disposable resource - People as valuable resource - People as primary asset
Improvement: Minimal Training - Extensive Training - Intentional education and personal development

Step 3: Identify the Culture you *need* to deliver on your mission

Strategy:

Process: Minimal Planning - Operational Planning - Strategic Planning - Strategic Thinking
Content: Reactive and defensive - Consolidation and maintenance - Size and growth

Structure:

Predictability and clarity: Entrenched Bureaucracy - Rules and Procedures - Ambiguity and Flexibility
Employee relations: Non-union/informal – Non-Union/Councils - Union/Constructive – Union Adversarial

Systems & Processes:

Managing risk and compliance: Risk Denial - Risk Avoidance - Risk Rewarding
Decision-making and authority: Multilayered hierarchy - Hierarchy - Flat empowered organization

Performance Metrics:

Metrics (intensity) : Few measurements infrequently reported related to longer term outcomes - Many measurements frequently reported related to short term outcomes;
Metrics (focus): Personal/individual - Relational/team - Work output/customer

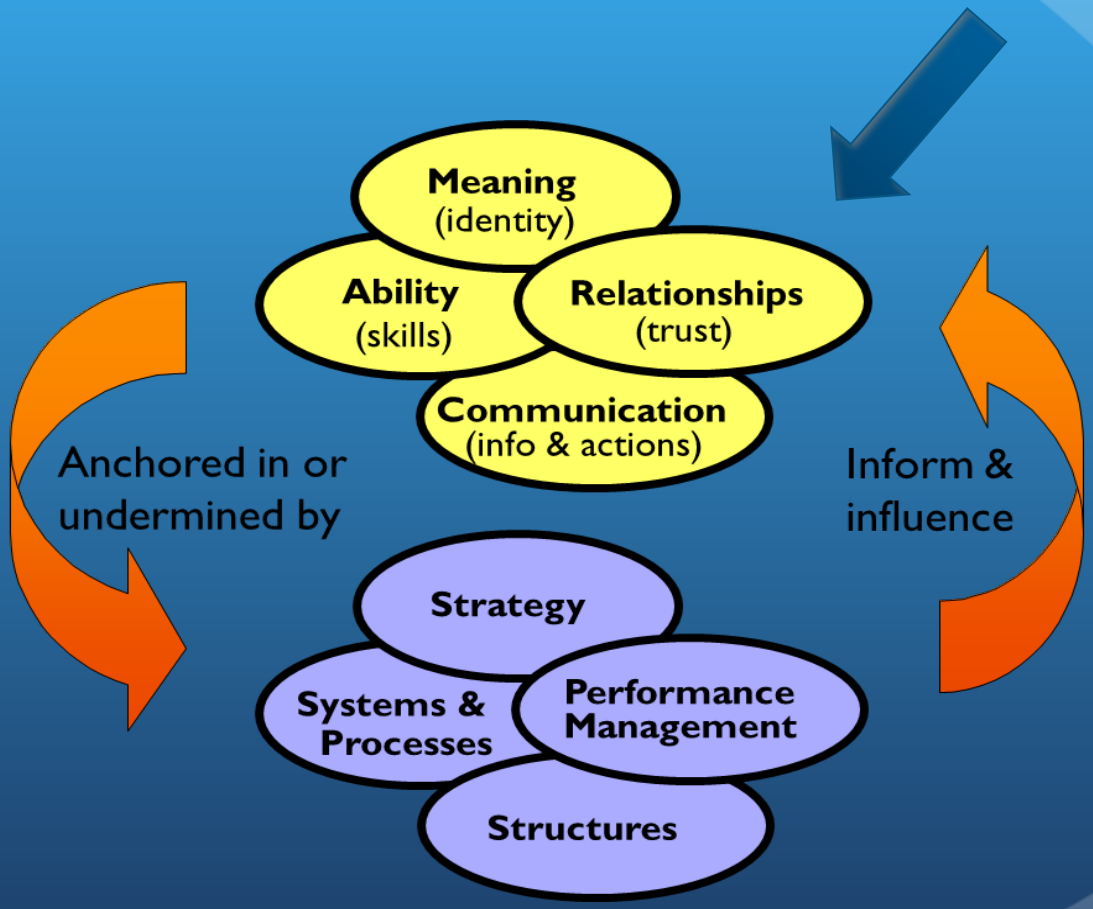
Now what?

How to make the culture shifts you want/need?

Culture reflects what we BELIEVE and how we BEHAVE

To shift the culture begin by focusing on what you DO

"Doing" zone



Focus on BEHAVIOUR first

and shifts in BELIEFS will follow

Start Here

Identify Key behaviours

+ link to mission

+ "leaders" model the way

+ measure

+ reinforce

= New patterns of doing. . . being

What are the few critical behaviors you want to encourage?

- What are your values? Based on these. . .
- What behaviours do you want to see more of?
  - More face time (less email)
  - More shared air time in meetings
  - More collaboration across teams
  - More direct information sharing, transparency
  - More “compassionate” communication

Translating Values to Behaviour @ Starbucks

- Creating a culture of warmth and belonging, where everyone is welcome.
  - ❑ FRIENDLINESS
- Acting with courage, challenging the status quo, finding new ways to grow our company and each other.
  - ❑ INNOVATION
- Being present, connecting with transparency, dignity & respect.
  - ❑ COMPASSION
- Delivering our very best in all we do, holding ourselves accountable for results.
  - ❑ RESULTS-ORIENTATION

Link behaviours to mission + values

- Start with mission: What are your deliverables and promises to the people you serve? - *Internal and External*

Starbucks mission:

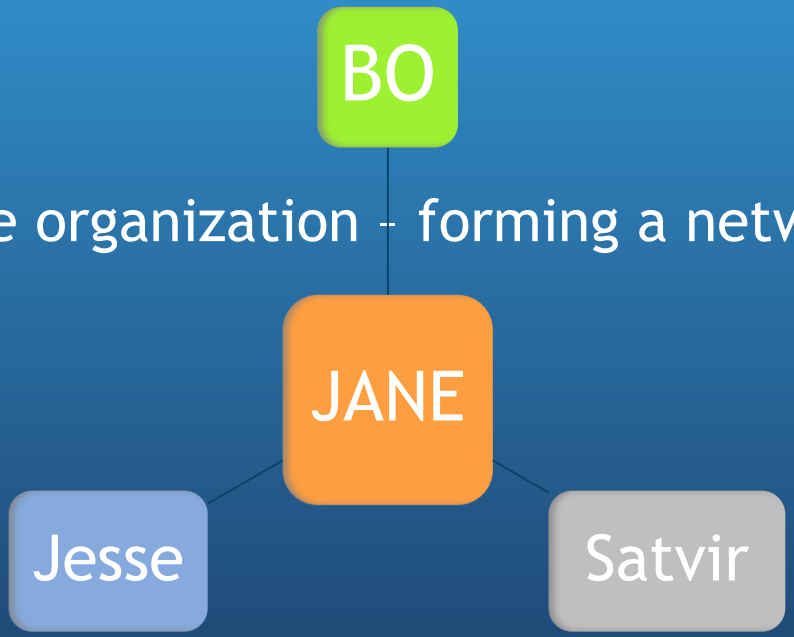
To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.

Values

Through **friendliness, innovation, compassion and/or results-orientation**

WHO do you enlist as role models for these behaviors?

- Leaders, formal and informal
- Visible, active
- Opinion leaders
- Situated across the organization – forming a network

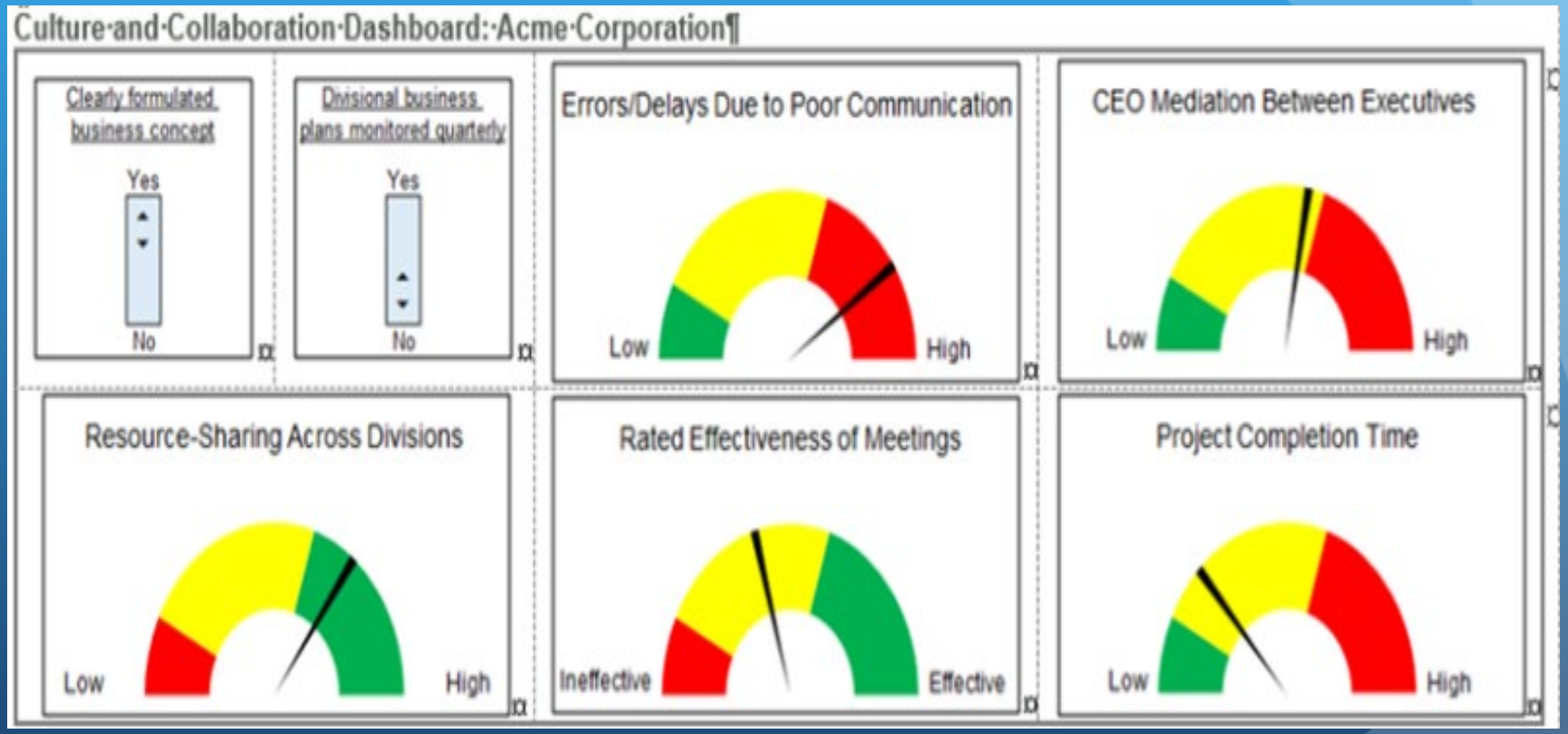


Support your formal leaders to walk the talk

Measure how you are doing

- Identify individual or team performance metrics that reflect the key behaviours identified
- Decide how best to track and communicate
- Consider other (informal) ways to recognize the “key” behaviours, e.g., internal awards

Consider a dashboard



Adjusting the “anchors” to reinforce cultural norms

- Strategic plan
- Policies
- Reporting structures
- Physical environment
- Performance metrics – individual and team

Wise action

"Your beliefs become your thoughts,

your thoughts become your words,

your words become your **actions**,

your actions become your habits,

your habits become your values,

your values become your destiny."

- Mahatma Gandhi

Thank you!

Contact us at:

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Workplace Mental Health Resources

- Bottom Line Conference
  bottomlineconference.ca

- Canadian Mental Health Association
  www.cmha.bc.ca
  www.cmha.ca

- Great-West Life Centre for Mental Health
  gwlcentreformentalhealth.com

- Guarding Minds @ Work
  guardingmindsatwork.ca

- HeretoHelp
  heretohelp.bc.ca

About CMHA's Workplace Training

- Awareness and Resilience presentations for all
- Safe and Sound for Health and Safety and Union Reps
- Resilient Minds for Firefighters
- Mental Health Works training for Managers
- Psychological Health and Safety Training and Consulting
- Suicide Awareness Training for all
- Peer Support Training and Consultation

CMHA's Bottom Line Conference

FEB 21-22 | VANCOUVER

2017 Bottom Line Conference

Transforming Workplace Culture: Agents and Allies

Register at bottomlineconference.ca

Canadian Mental Health Association
Mental health for all

Association canadienne pour la santé mentale
La santé mentale pour tous