



**dream
forward**

Building Culture Intentionally

Aligning Forces for Quality National Gathering
Austin, TX
November 7-8, 2013



THE ANNIE E. CASEY FOUNDATION



Presidio Institute



Community
Wealth Partners

A Share Our Strength Organization

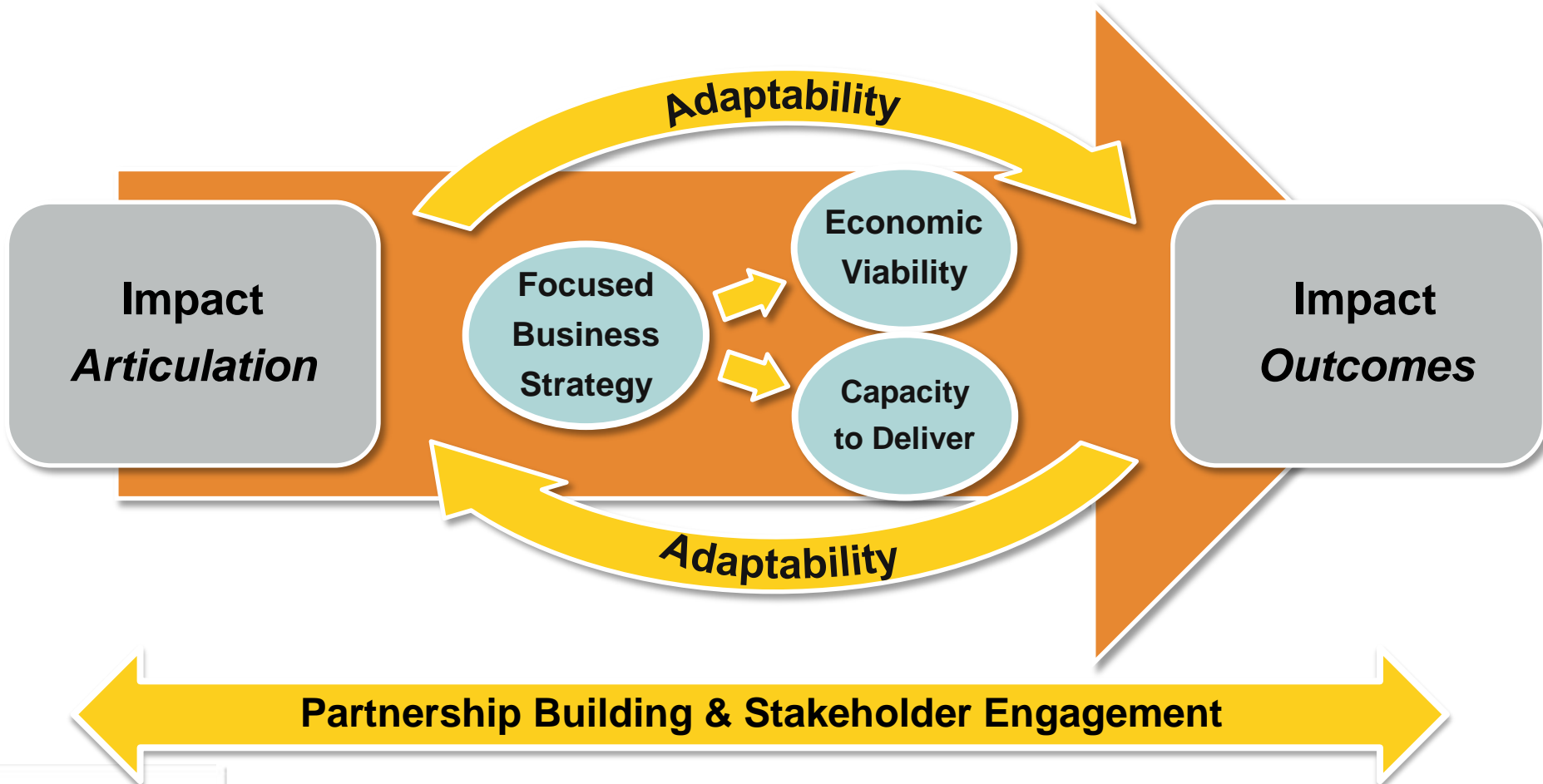
Why is culture so important?



**“I’m sending you home, Janice.
Your bad hair day is infecting the entire office!”**

How does culture relate to sustainability?

Sustainability Framework



Culture is manifest in every aspect of an organization...

“Corporate culture is a company's foundation and its walls; everything is built on that foundation. Every decision, every problem solved, the very thinking of the managers, employees, even customers, when they think about the company or the product is influenced by its corporate culture.”

-Michael Otto

Former Chairman & CEO of The Otto Group

Vice Chairman of the Board of the Cultural Group of German Business

Culture is also what goes on while no one's watching...

“Culture is what your people have bought into because they believe in it... not because they've been told to, but because it resonates with what they respect and value and what they see in others whom they are inspired by.

Find out the real culture in your business by listening on the quietest day of the week or day part.... **True culture is what goes on while no one's watching.”**

- *Caryn Gwilliam, U.K. Head of Human Resources at T.G.I. Friday's, Carlson Hospitality*

Discussion Objectives

- **Share best practices to build culture intentionally**
- **Share failures of culture and lessons learned**
- **Discuss our individual roles in building high-functioning teams**



Where do you stand?

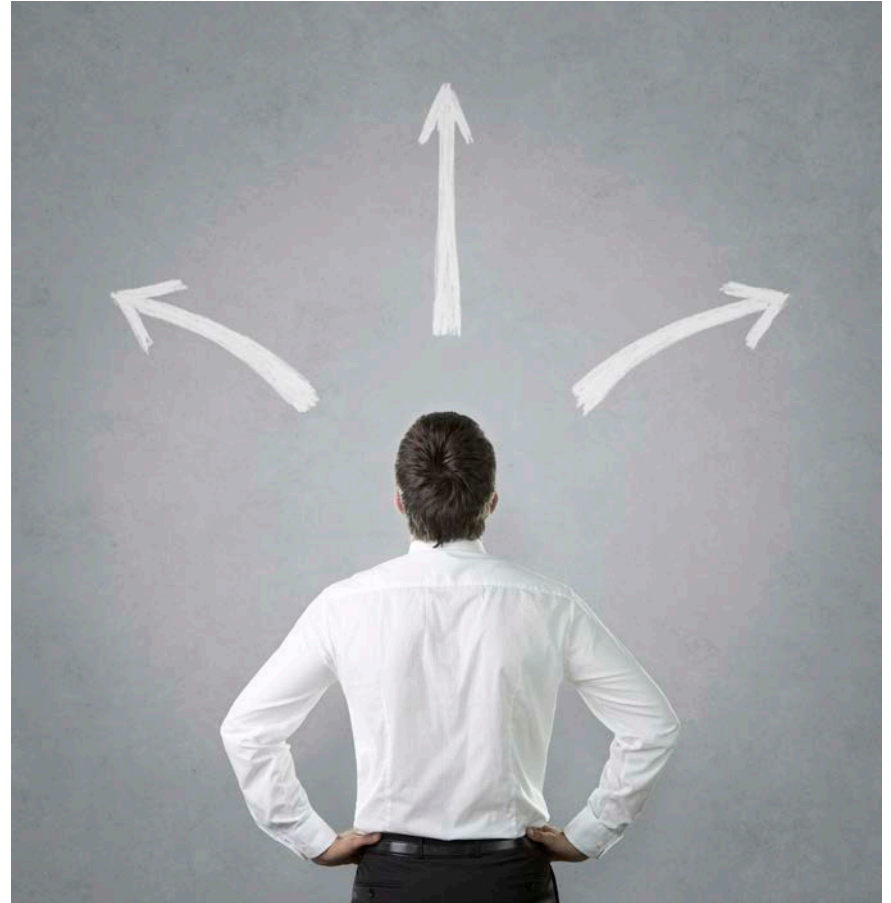
Strongly Agree = GREEN

OR

Strongly Disagree = RED

OR

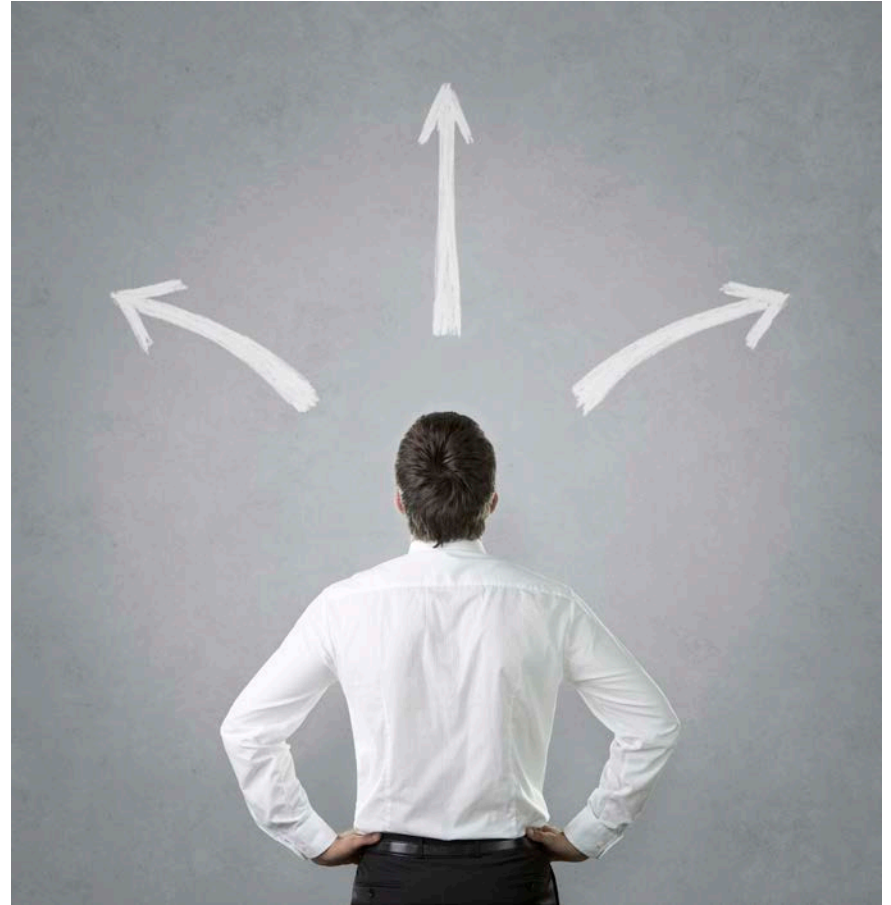
***Somewhere in Between =
YELLOW***



Where do you stand?

To build a high performing team...

The culture of an organization must be set from the top.



Where do you stand?

To build a high performing team...

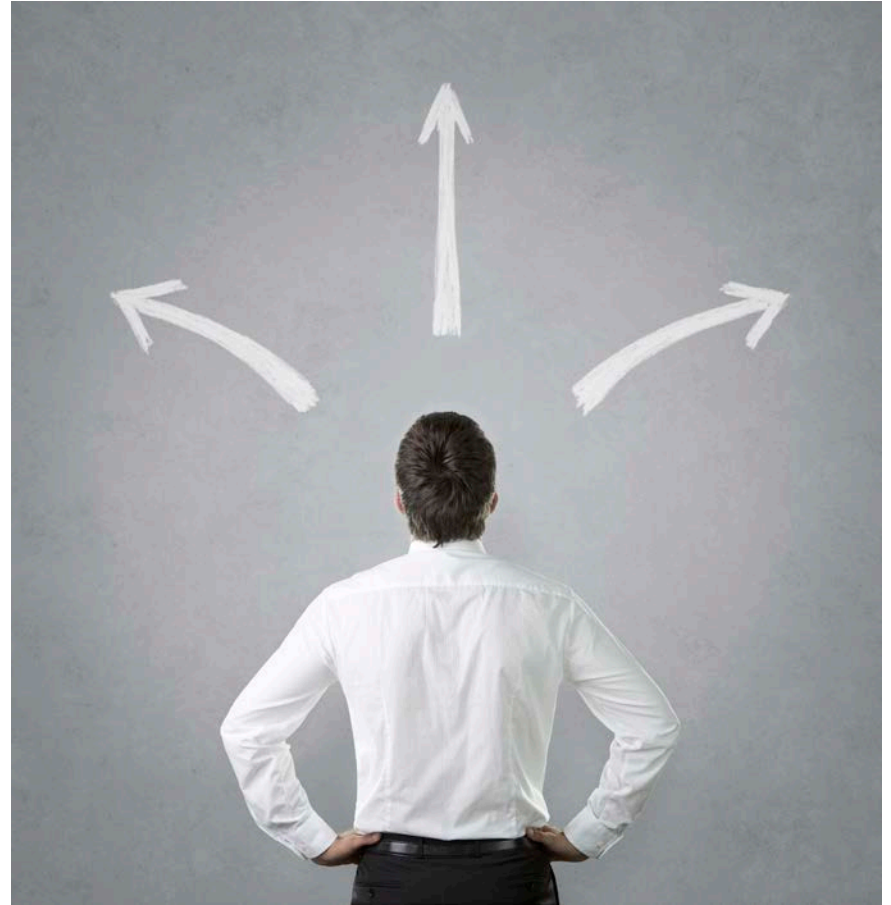
It is essential to discuss and define culture before starting the team's work together.



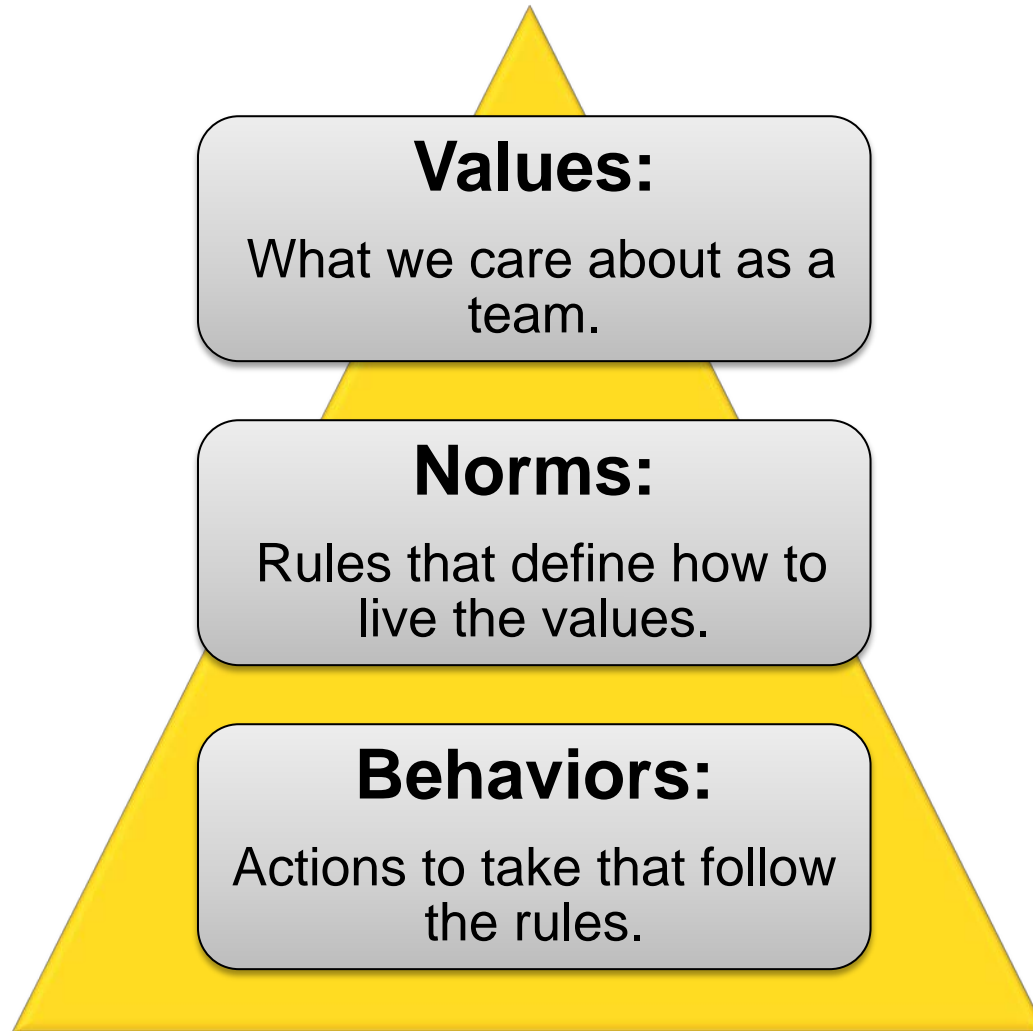
Where do you stand?

To build a high performing team...

Everyone must conform to the formal and informal rules set by the team.



What is culture? ...the alignment of values, norms and behaviors



These essential elements of culture hold true at three levels



Today's Panelists



THE ANNIE E. CASEY FOUNDATION

- **Gena O’Keefe**,
Senior Associate,
*Annie E. Casey
Foundation*



Presidio Institute

- **David Smith**,
Acting Director,
Presidio Institute

Several steps are required to build a strong foundation of culture within a team

**Building Block
Components**

**Culture
Fundamentals
Established**

**Shared
Understanding of
Success**

**Clearly Defined
Structure**



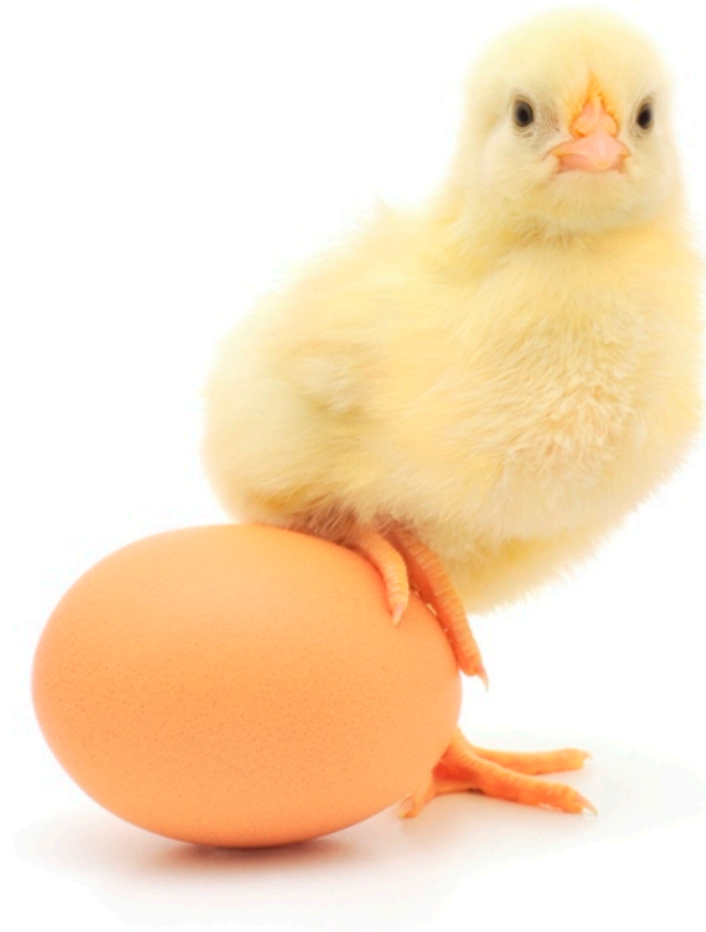
**Example
Outputs**

**Defining Values,
Norms &
Behaviors, and
Ensuring
Alignment**

**Co-Created
Vision,
Objectives, &
Strategies**

**Articulated
Roles &
Responsibilities,
including
Decision-Making
Protocols &
Accountability
Structures**

If *impact* is the end game and *culture* is the means to that end... which should come first?



Three Examples

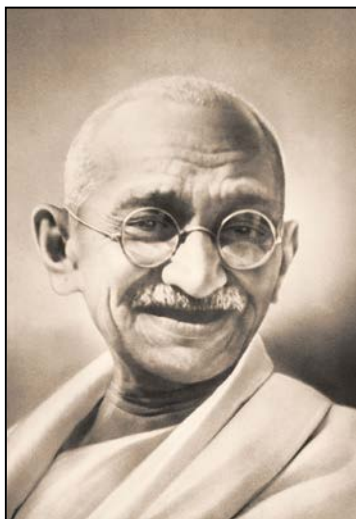
1. **Baltimore Healthy Babies Initiative** – building the infrastructure of culture within an alliance or community collaborative
2. **Community Wealth Partners** – building culture with new team members as the organization grows
3. **Presidio Institute** – sparking positive change and new practices within a large and entrenched culture

Example: Baltimore for Healthy Babies Initiative – Partnership Principles

- **Shared vision and objectives**
- **Clear leadership in accordance with the strengths of each partner**
- **Mutual accountability**
- **Trust**
- **Direct and collective conflict resolution**
- **Flexibility and willingness to compromise**
- **Shared credit and recognition**
- **Efficiency**
- **Results-oriented collaboration**
- **Technical excellence**
- **Evidence-based decision-making**

Example: Community Wealth Partners Culture – *Values & Norms*

**Innovation ♦ Collaboration ♦ Ambition
Respect ♦ Excellence**



**Be the
Change**



**No “one”
can whistle
a symphony**

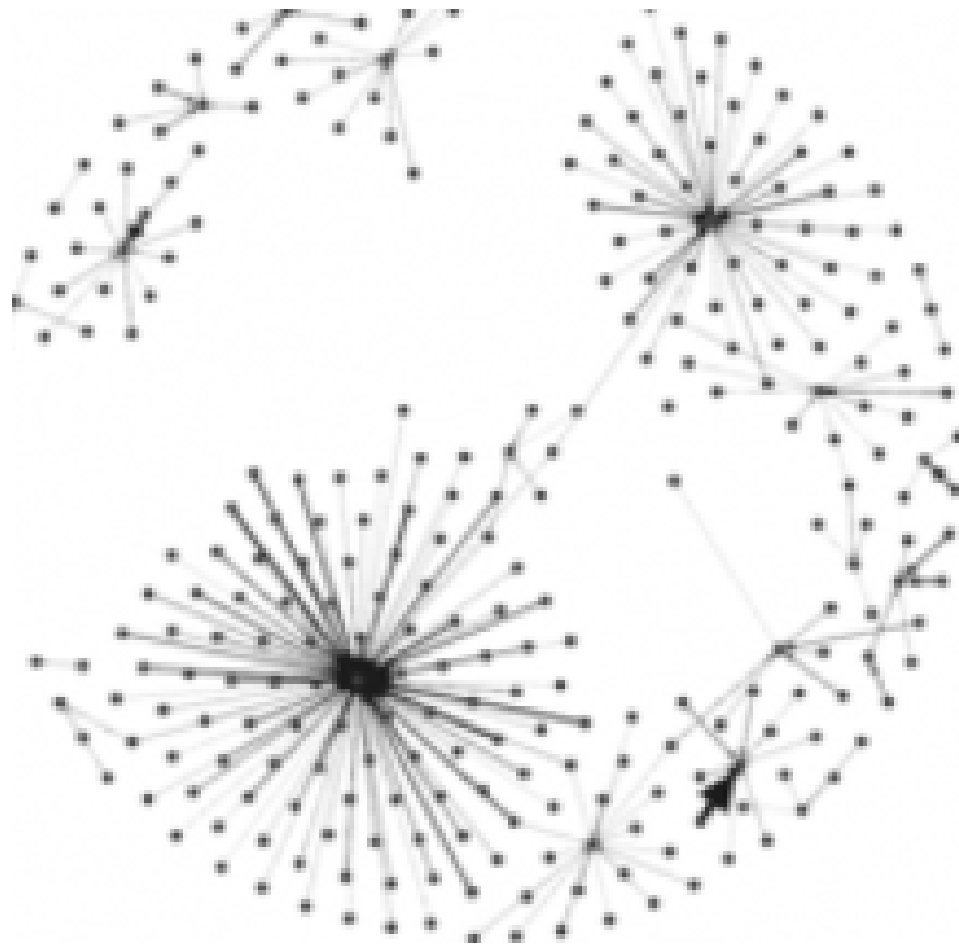


**Everyone’s
time is
precious**



**Don’t Sugar
Coat**

Example: Presidio Institute – infusing new leadership practices into established culture



Common challenges with culture – at the Alliance and organizational levels



- **Who “sets the table” and determines the invite list**
- **Competing interests**
- **Shifting team composition or power base**
- **Changes in resource availability or allocation**
- **Lip service, or worse – bad behavior**

What is our individual responsibility to build, strengthen or reinforce positive culture?



Lessons learned – exerting leadership to repair a culture that seems broken



- **Seek first to understand, then be understood**
- **Clarify expectations**
- **Repair trust through transparency, communication, and consistency of action**
- **Work through, not around**

Where do we stand?

To build a high performing team...

Culture must be set from the top ... *AND* culture must be embraced by the full team.

It is essential to discuss culture before starting the team's work together... *AND* reinforce culture along the way.

Everyone must conform to the rules set by the team ... *AND* create mechanisms to surface diverse perspectives.

Parting thoughts – to build culture intentionally...

- **Invest the time required in the basics**
 - Aligned Values, Norms, and Behaviors
 - Co-Created Vision, Objectives and Strategies
 - Clear Structure, Governance, and Decision-making
- **Plan for major disruptions – a strong culture can withstand the storm with *intentionality***
- **Build strong relationships – work through, not around, through crucial conversations**
- **Don't underestimate your individual role in forging a high-performing team**

What we're reading – great resources on building culture

- **Crucial Conversations (Patterson, Grenny, McMillan & Switzler)**
 - Provides tools and strategies to approach difficult, but important conversations, to achieve the positive results both parties want.
- **First, Break All the Rules (Buckingham & Clifton)**
 - Highlights approaches of great managers and what has led them to success. Based on in-depth interviews by the Gallup Organization of over 80,000 managers in 400 companies.
- **Now: Discover Your Strengths (Buckingham & Clifton)**
 - Provides an innovative program to help individuals identify their talents, build them into strengths, and enjoy consistent, near-perfect performance. Includes suggestions for posting jobs, hiring and promoting based on innate strengths.
- **The Leadership Challenge (Kouzes & Posner)**
 - Through insights learned from extensive research shared through case studies this book outlines "five practices" and "ten commitments" that have been proven by hundreds of thousands of dedicated, successful leaders.

Contact Information

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