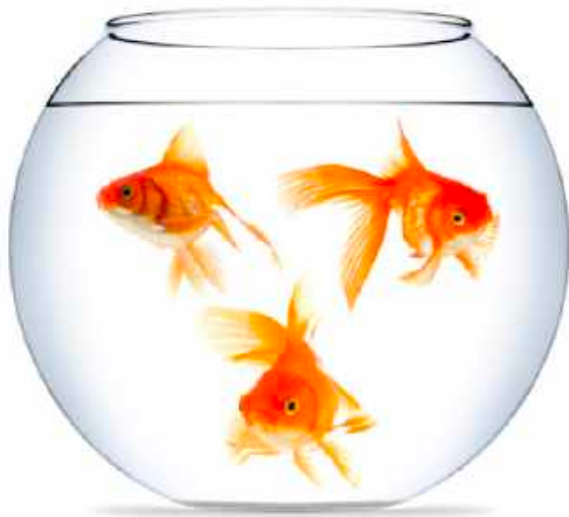


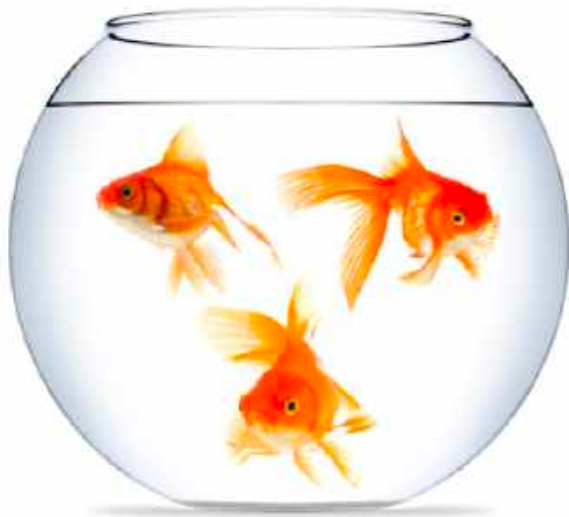
The DNA of a Highly Engaged Culture

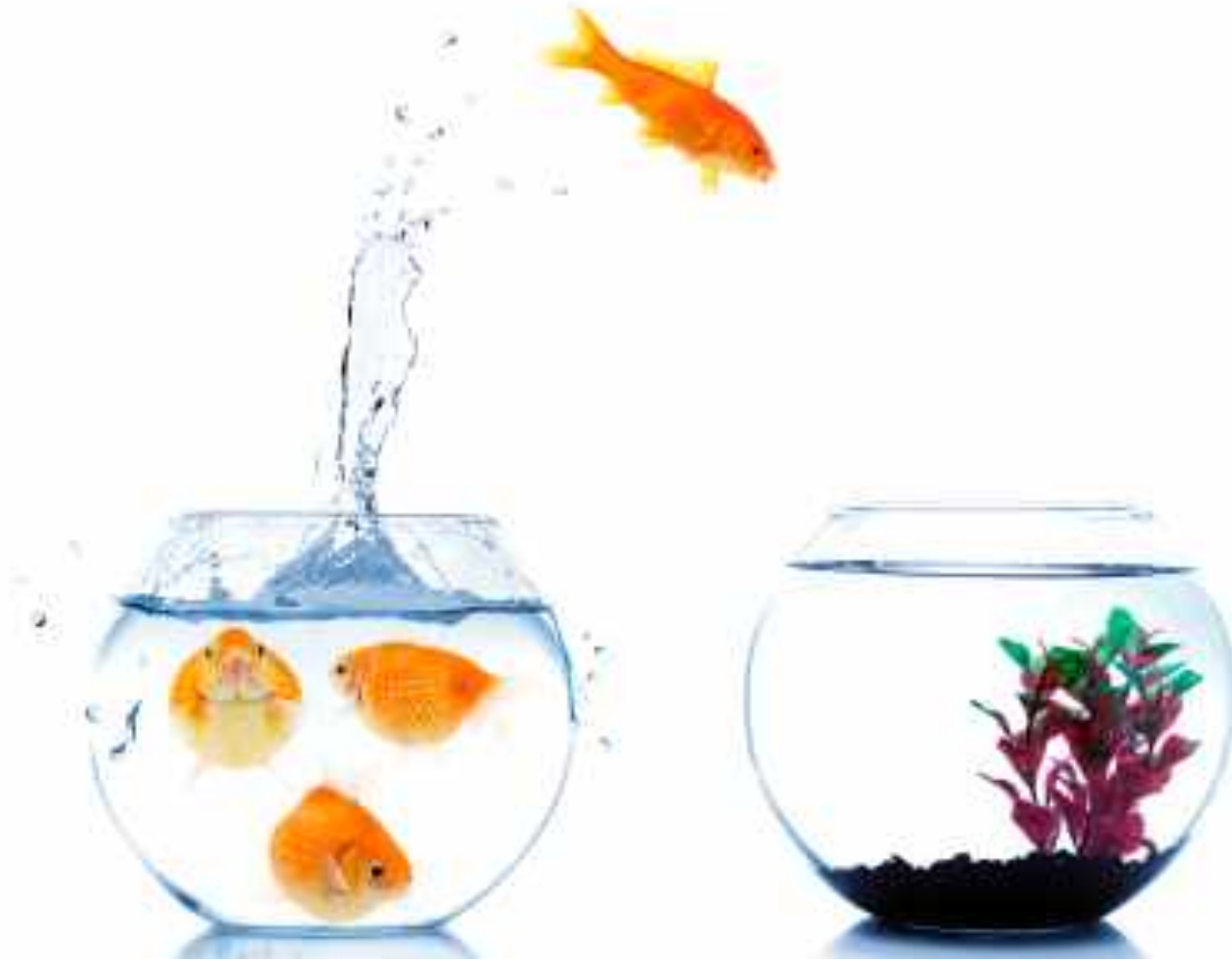


Presented by:
Dr. Elizabeth Scott
www.brighterstrategies.com
703-224-8100



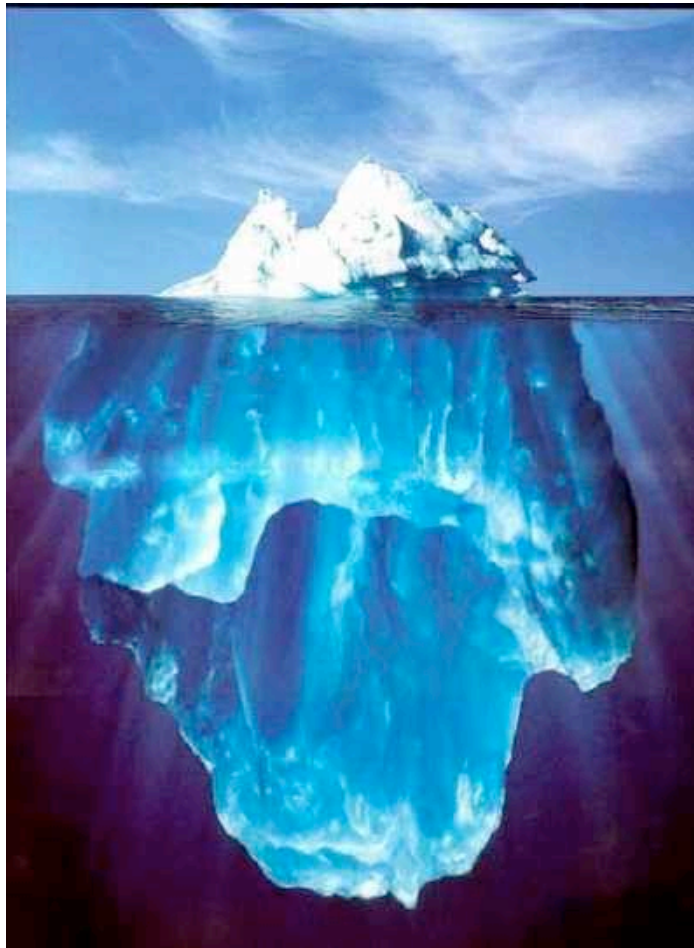


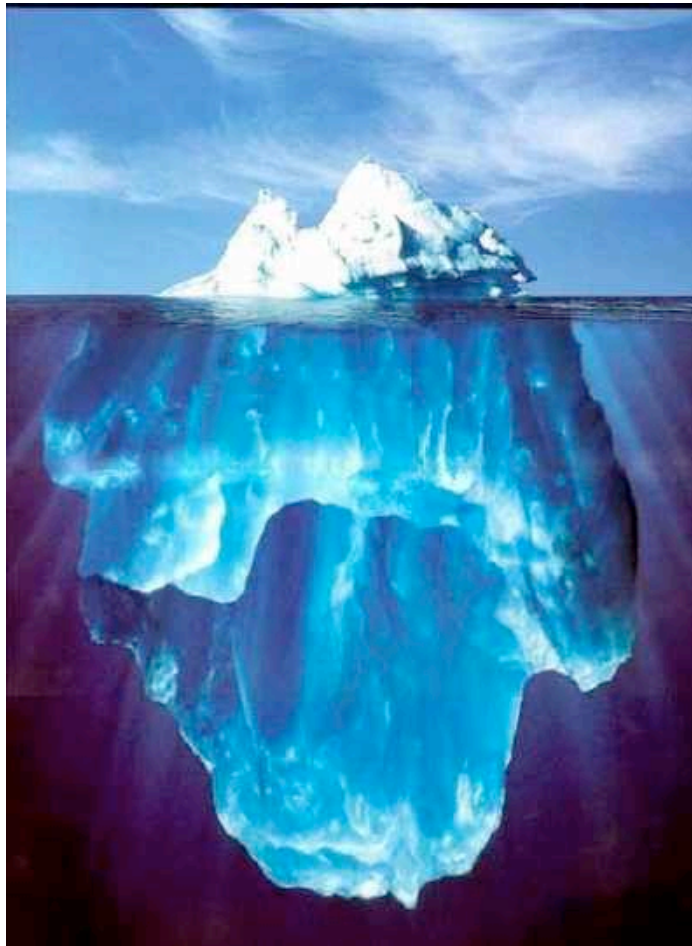






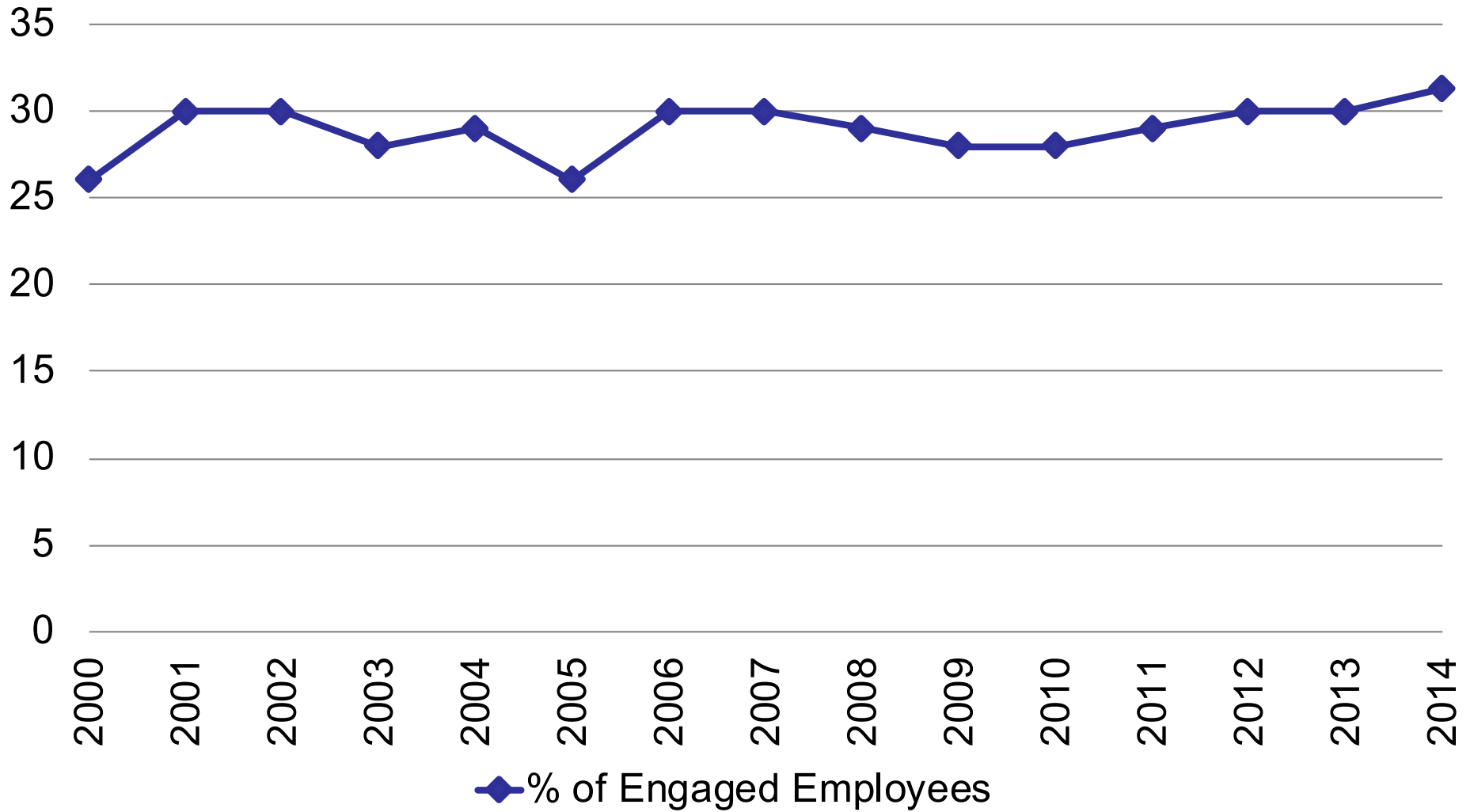
“A pattern of **shared basic assumption** that the group learned as it solved its problems of external adaptation and internal integration, that has **worked well enough to be considered valid** and, **therefore, to be taught to new members** as the correct way you perceive, think, and feel in relation to those problems.”
Edgar Schein

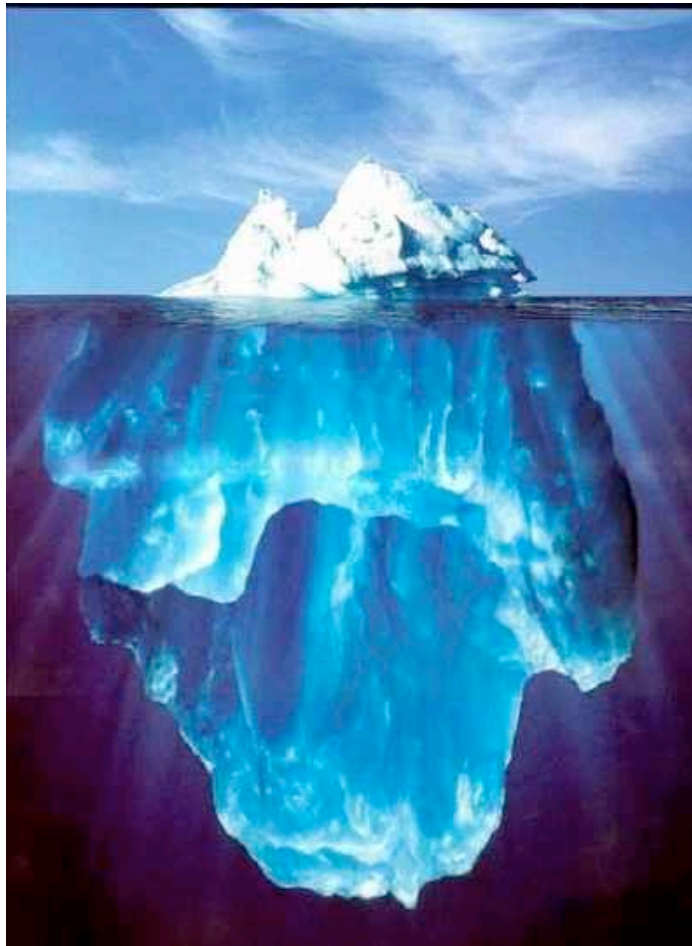




Mission
Management actions
Work environment
Managing change
Teamwork
Strategy/Goals
Involvement
Perks/Benefits
CLIMATE

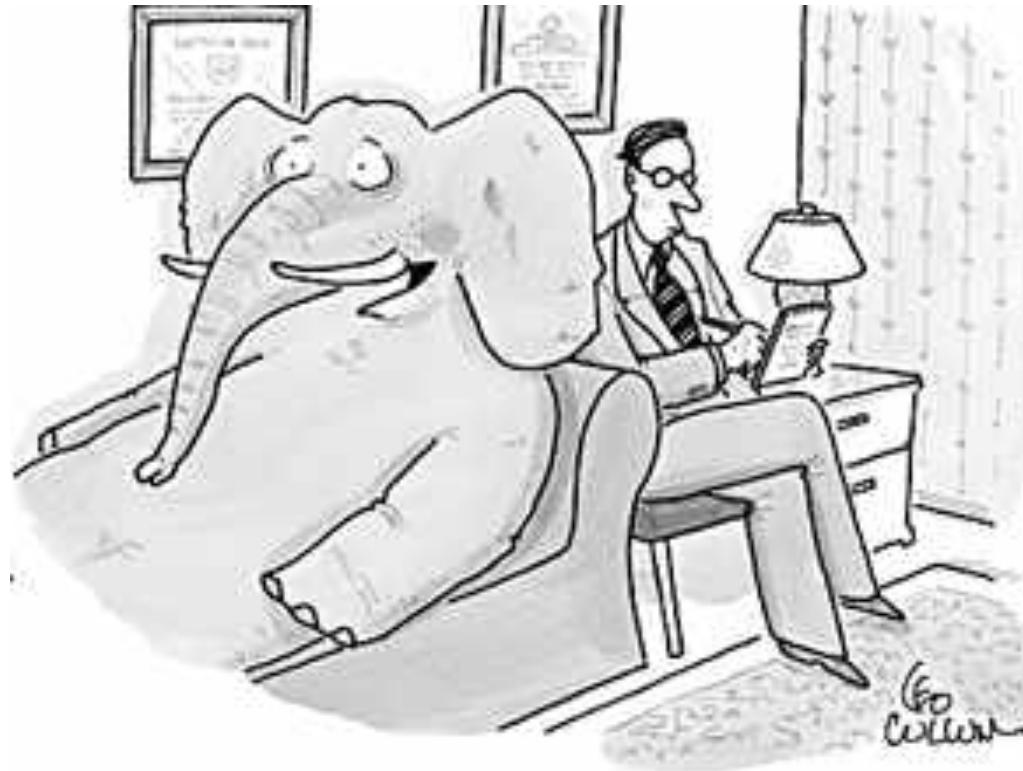
Gallup Engagement Study Results





Mission
Management actions
Work environment
Managing change
Teamwork
Strategy/Goals
Involvement
Perks/Benefits
CLIMATE

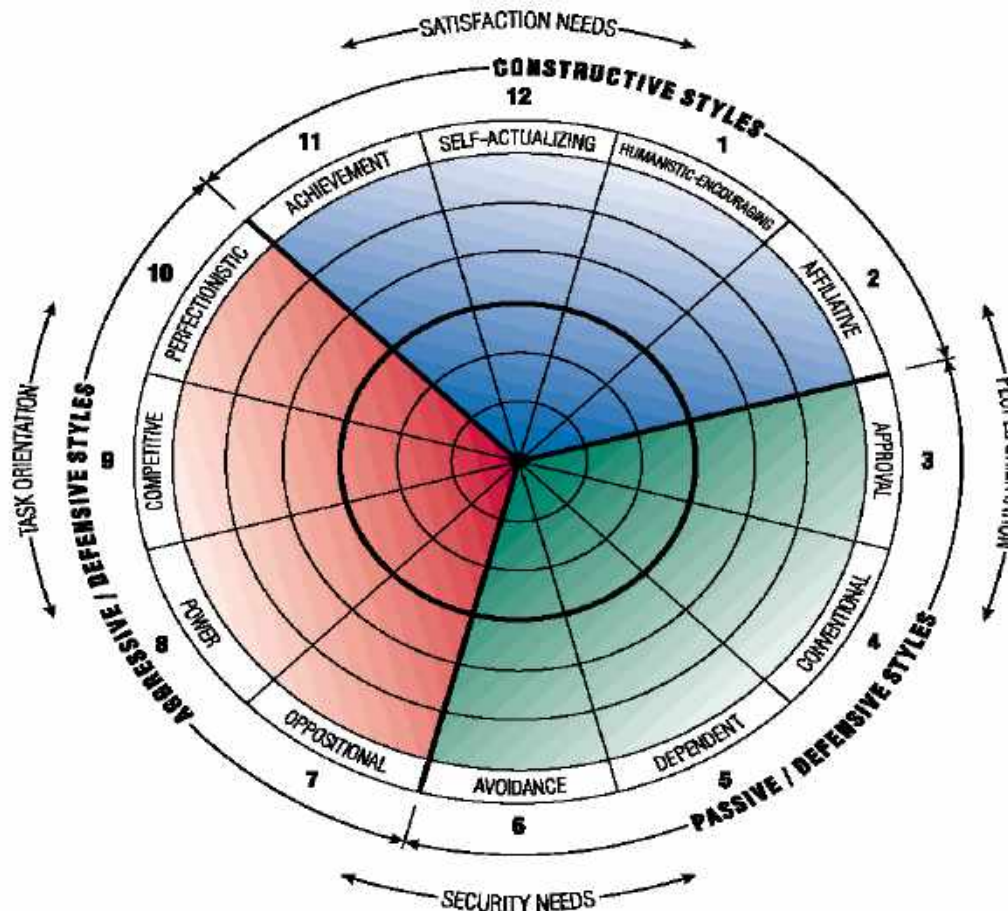
Proactivity share ideas
Never make a mistake
Check with the boss
Don't "rock the boat"
Always plan ahead
Point out flaws
Never be late to a meeting
CULTURE



"I'm right there in the room, and no one even acknowledges me."

Types of Culture

Organizational Culture Inventory



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

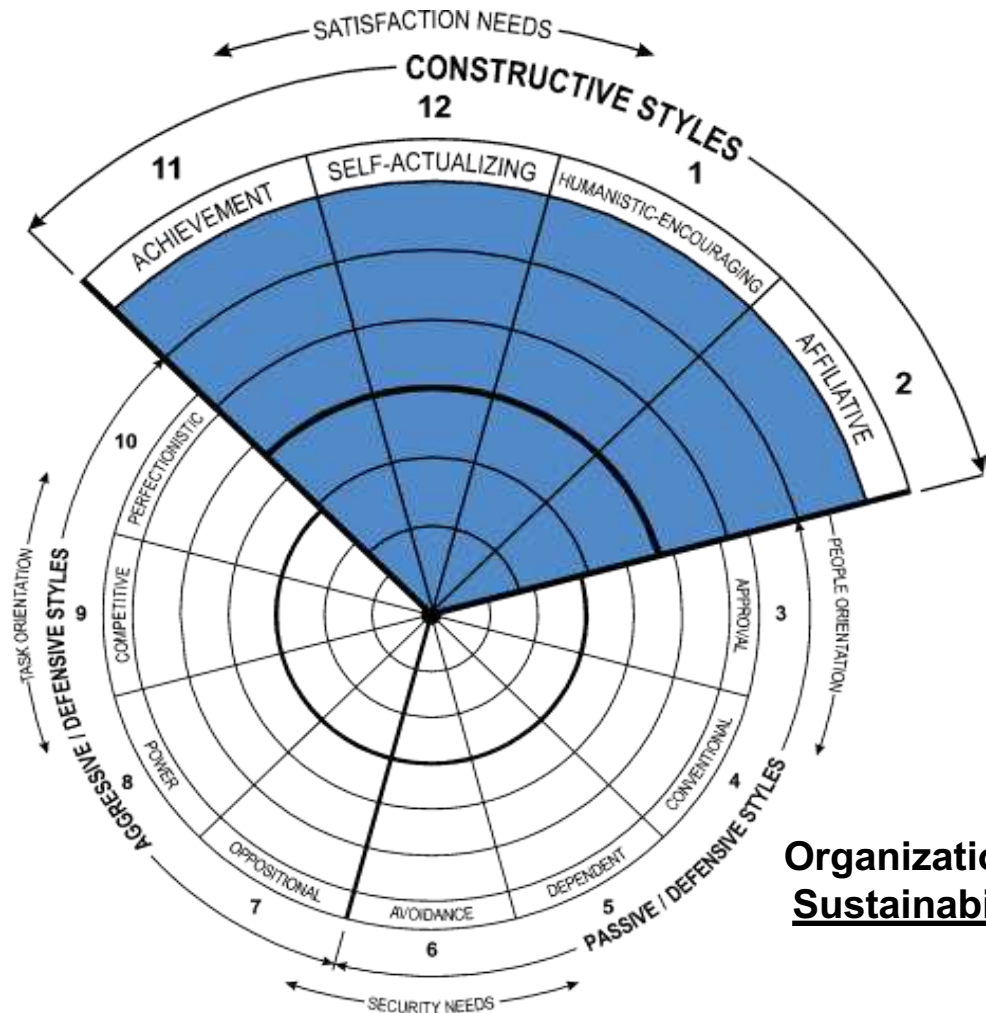
Employees are expected to gain enjoyment from their work and produce high-quality products/services

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



Organizational Sustainability

Passive/Defensive Styles

Interacting with *people* in ways that will not threaten their own *security*

3 Approval

Employees are expected to agree with, gain the approval of, and be liked by others

4 Conventional

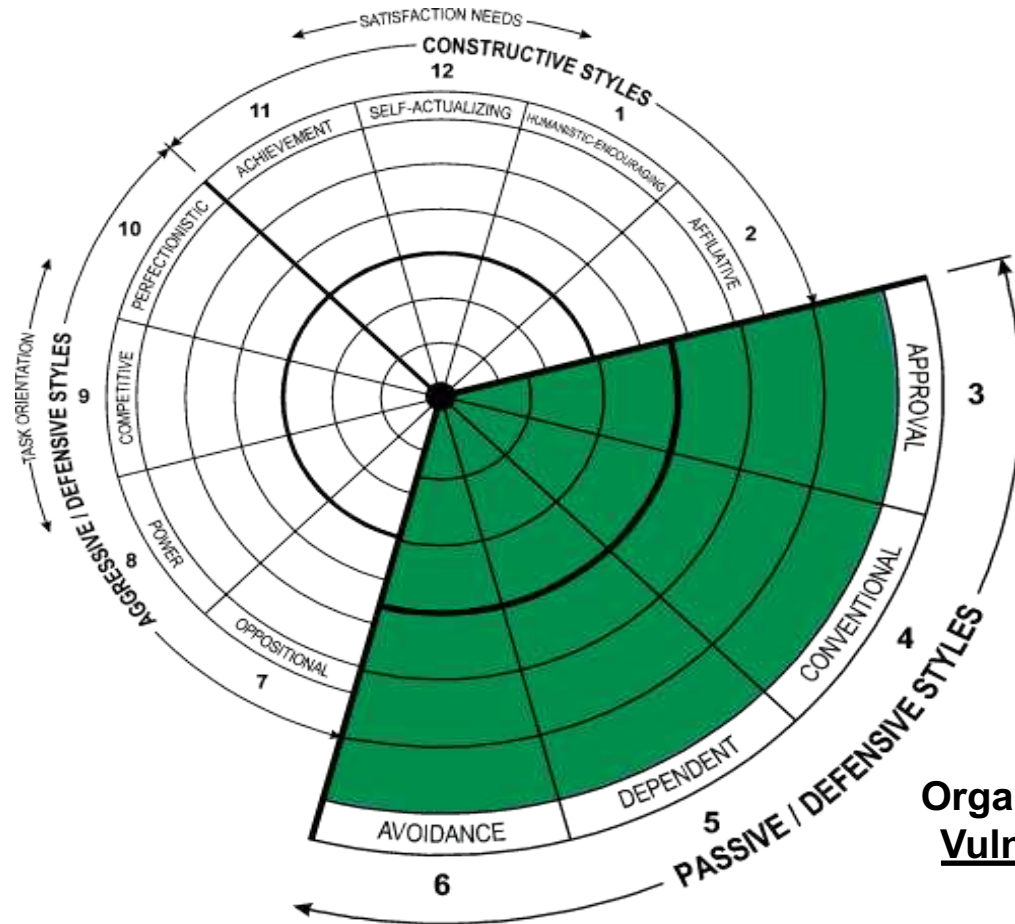
Employees are expected to conform, follow the rules, and make a good impression

5 Dependent

Employees are expected to do what they are told and clear all decisions with supervisors

6 Avoidance

Employees are expected to shift responsibilities to others and avoid being blamed for mistakes



**Organizational
Vulnerability**

Aggressive/Defensive Styles

Approaching *tasks* in forceful ways to protect their status and *security*

7 Oppositional

Employees are expected to gain status and influence by being critical and constantly challenging one another

8 Power

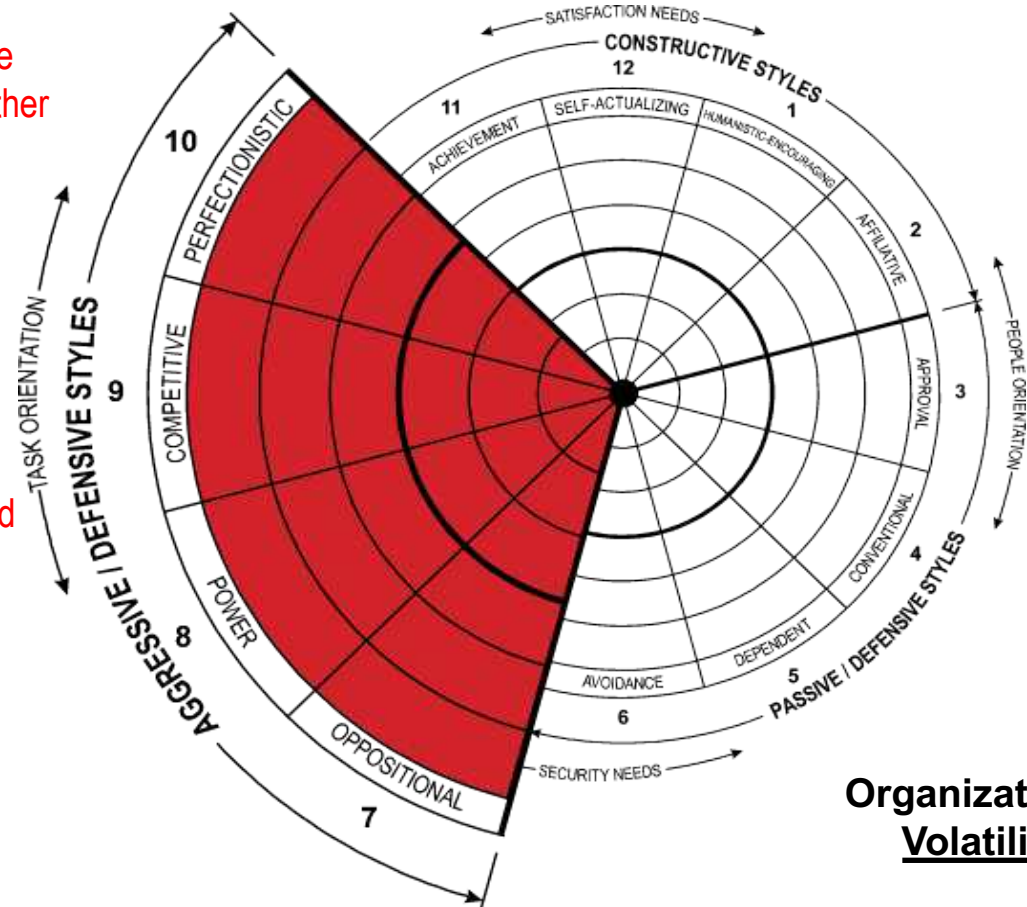
Employees are expected to take charge and “control” others, and make decisions autocratically

9 Competitive

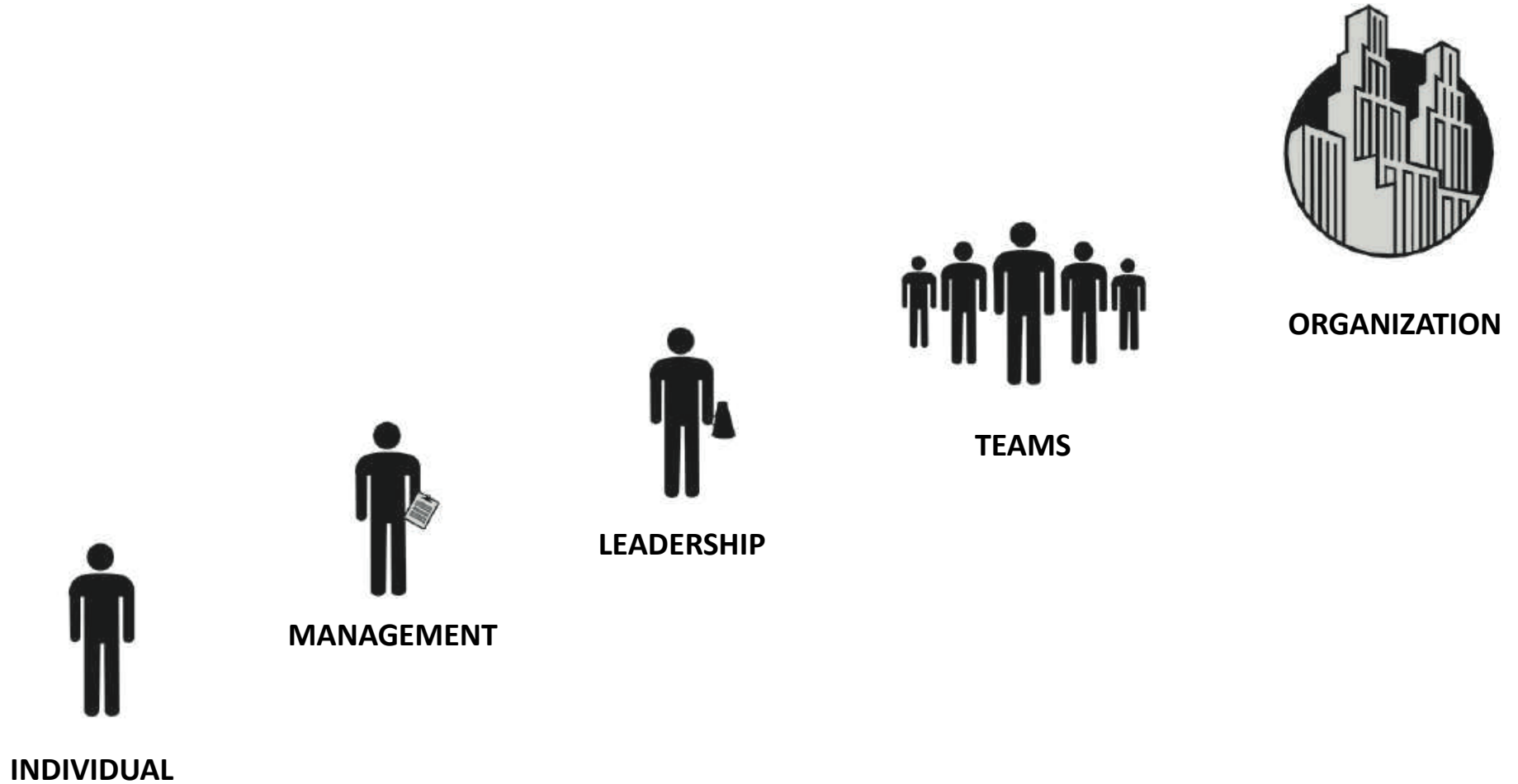
Employees are expected to operate in a “win-lose” framework and work against their peers to be noticed

10 Perfectionistic




Employees are expected to avoid making mistakes, work long hours, and keep “on top” of everything



Sample Organization



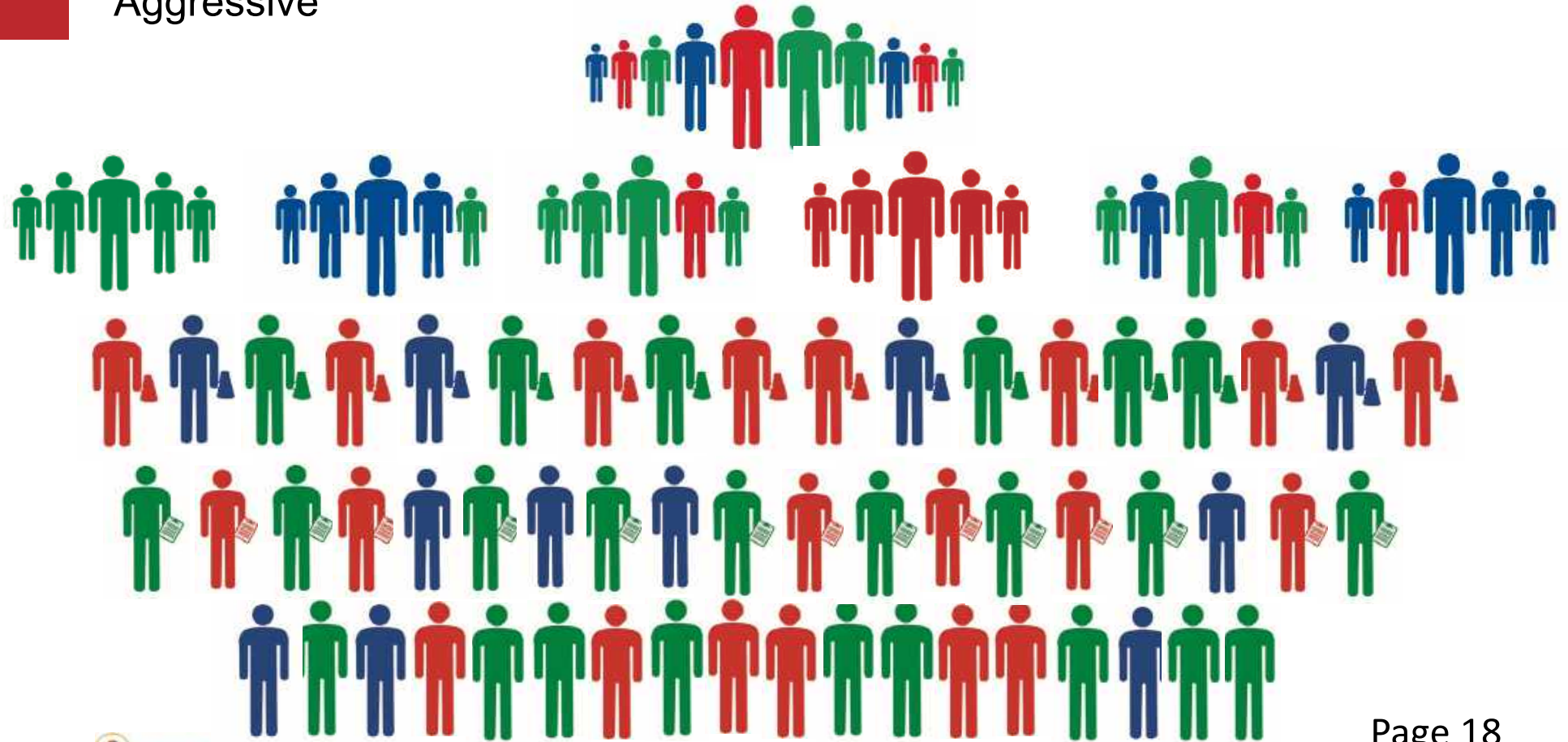
Sample Organization

-  Constructive
-  Passive
-  Aggressive

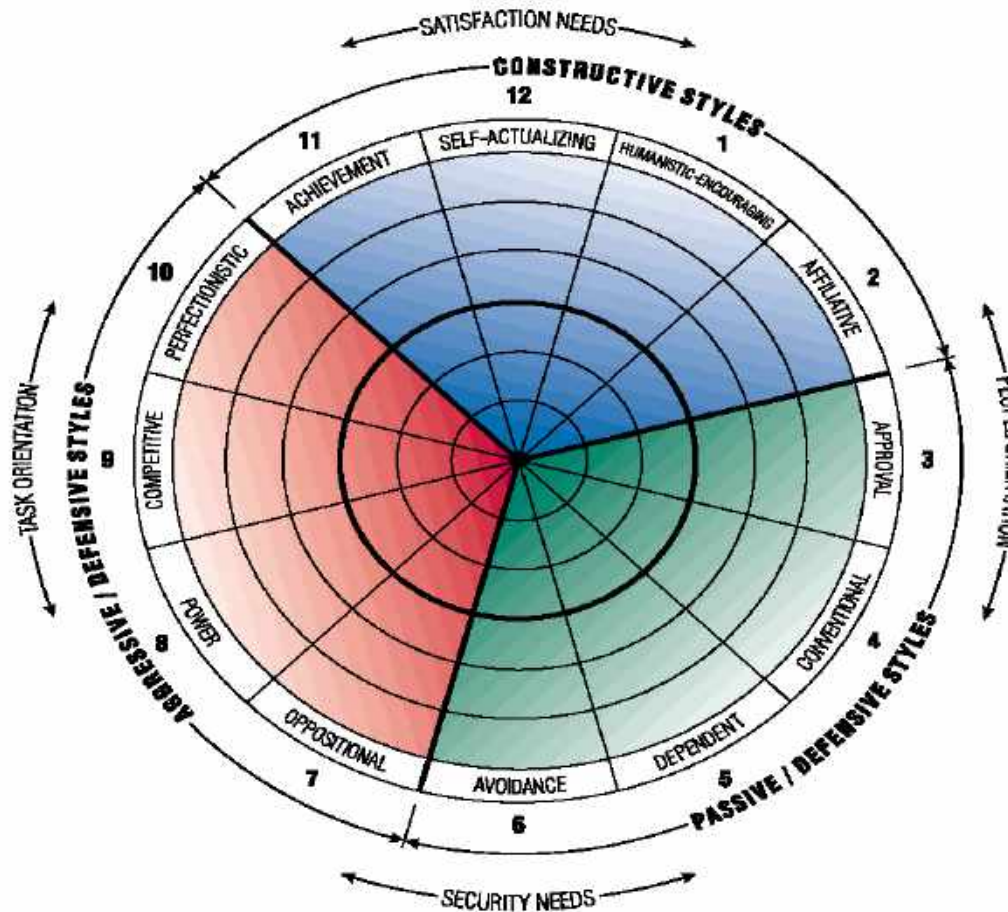




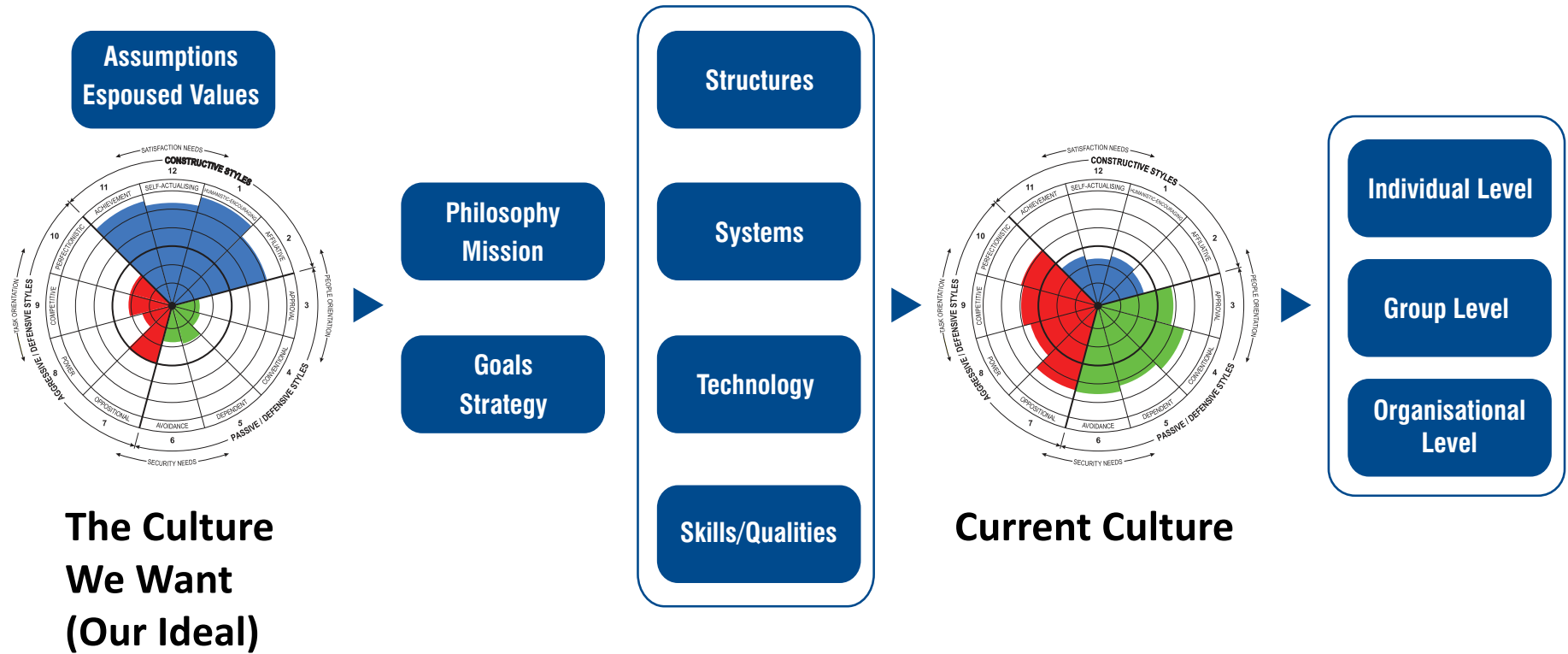
Constructive
Passive
Aggressive



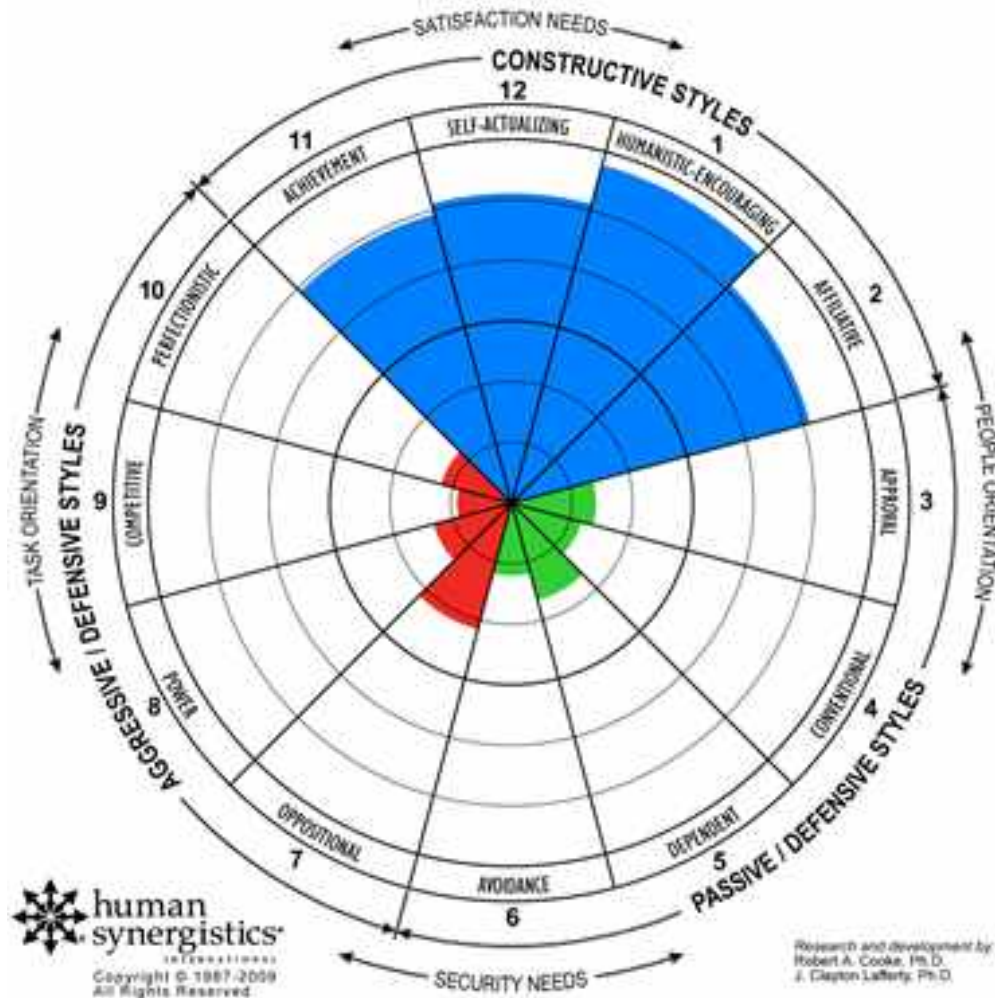
What is the predominant color of your culture?



How Culture Works

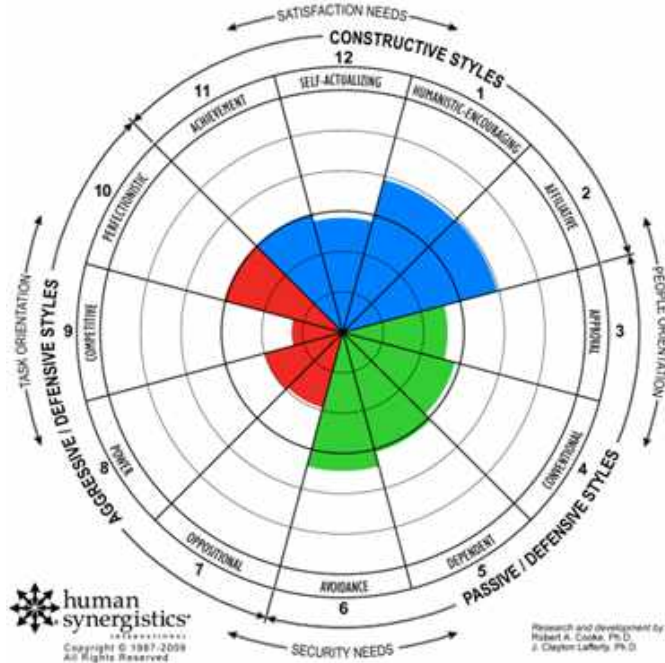


DNA of a Highly Engaged Culture

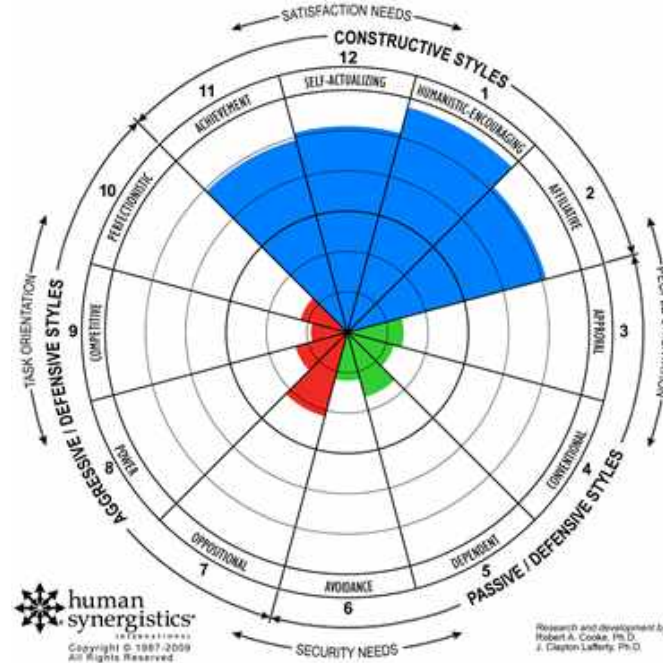


Current Vs. Ideal

Current Culture



Ideal Culture

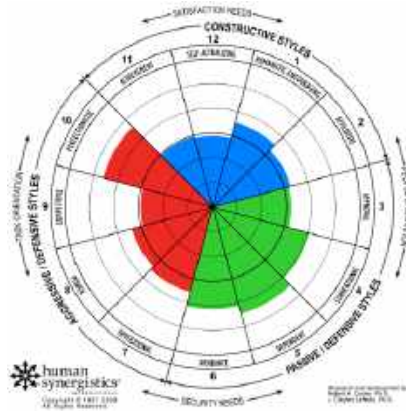


Study Industry Profiles

Child/Family Services



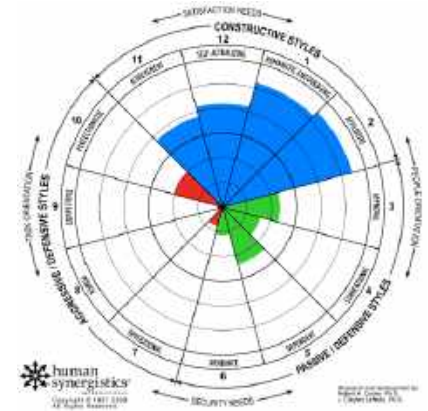
Community & Civic Engagement



Disability



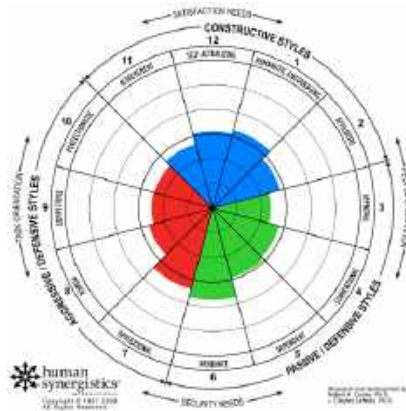
Domestic Violence



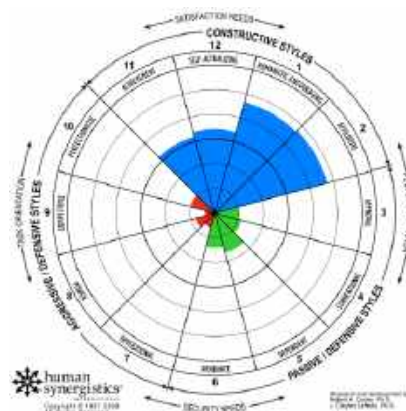
Education



Housing/Homelessness

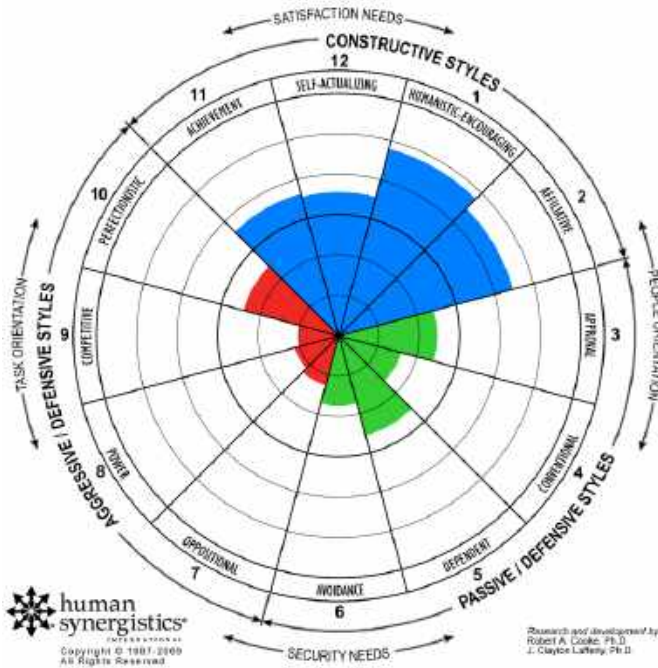


Social Services

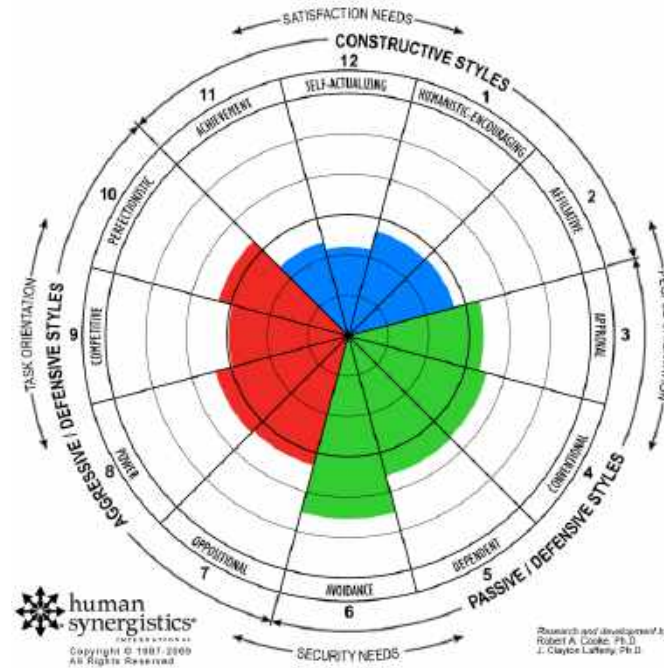


High Constructive Vs. Low

High Constructive
N=17



Low Constructive
N=11





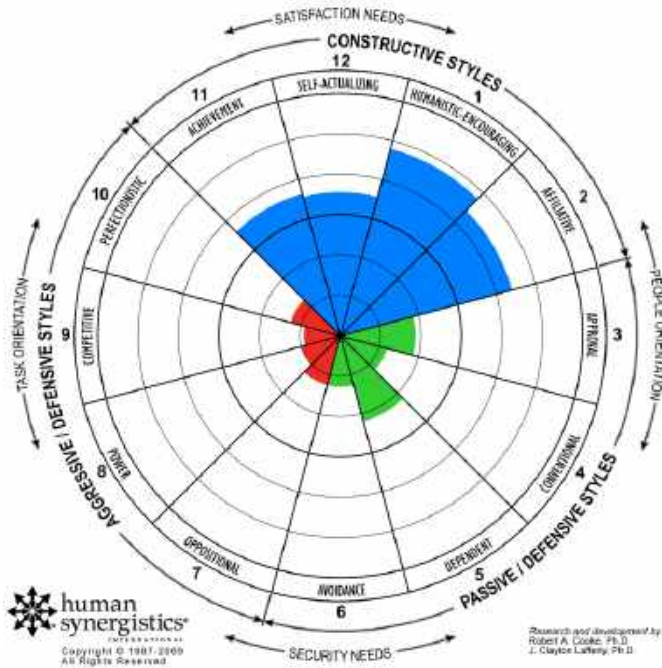
Culture Impacts Effectiveness

- Infuse fun and comradery into their work
- Focus on self-care and work-life balance
- Empower staff to carry out the mission on their own (clear decision making authority with limited leadership interference)
- Careful hiring, on-boarding (pulse checks), ongoing training, and off-boarding when needed
- Regular and ongoing two-way feedback

Culture Initiative

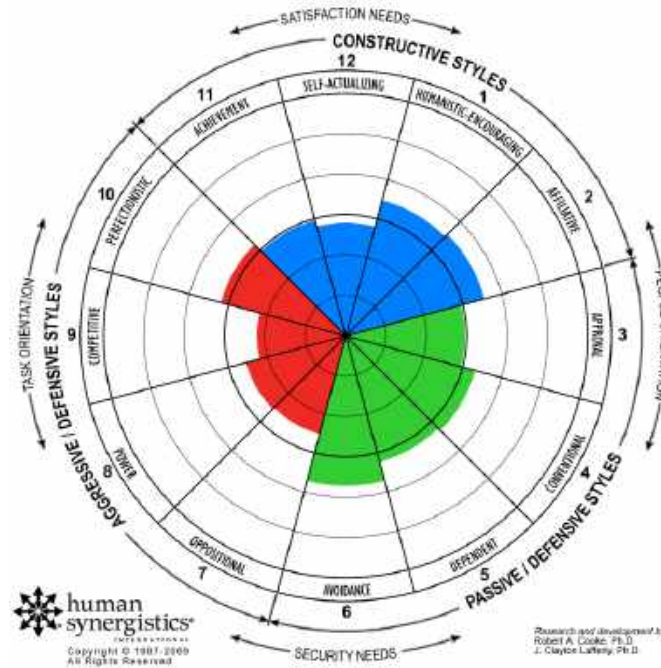
Cultural Initiative

N=8



No Initiative

N=20



What you can do to proactively cultivate change within your organization?



What we've seen be successful:

1. Create a sense of urgency
2. Establish a “Guiding Coalition”
3. Define the values and behaviors for the culture you want
4. Communicate constantly
5. Build infrastructure, systems and training to support your culture
6. Celebrate successes



Questions, Comments, Thoughts?

