

# Building Healthy Work Cultures



# Presenters

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# Agenda

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- What is work culture and why it matters
- Developing culture with intention
- Importance of trust and communication
- Onboarding & hiring teams that support your values
- The Servant Leadership Strategy
- Changing your work culture

# Is Work Culture Important?

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- “If you create a great place to work, great work takes place”
  - Ben Peterson, CEO Bamboo HR
- 94% of those surveyed said company culture is important to an organization’s success.





# What is Work Culture?

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Shared Values

Belief Systems

Attitudes

Leadership

Strategic Direction

Management Influence

Mission Driven



# Society for Human Resource Management

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An organization's culture defines the proper way to behave within the organization.

This culture consists of shared beliefs and values established by leaders and then **communicated** and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.



# Top workplace stressor in 2021

- Low salaries
- Long hours
- Lack of opportunity for growth or advancement
- Lack of involvement in decision making



What are the symptoms of “SICK” work culture?

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**Audience participation**





# Work culture will impact your organization's reputation

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Good culture drives **employee engagement** and **increases retention**, because your team feels supported and able to do their best work every day.

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To retain talent, you must ensure all team members **feel welcome** in your organization, regardless of gender, appearance, race, and identity.

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You are competing in the talent game, with every industry, you can't afford to **lose skilled staff** due to a toxic work culture.

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It establishes **standards for teamwork**, conflict resolution, collaboration, and team building across your organization.



# When to begin developing a healthy work culture?

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- The bottom line is: **As soon as possible!**
- Your culture will develop **with or without you**. Take the time to nurture your desired culture.
- A strong culture comes from **intentionality & communication**—rather than letting culture happen.



# Eight Culture Categories

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1. Caring, collaborative, and supportive
2. Purposeful, idealistic, and altruistic
3. Learning, inventive, and innovative
4. Enjoyable, fun, and stimulating
5. Results-oriented, driven by achievement and winning
6. Authoritative, competitive, and controlling
7. Safe, predictable, and risk-averse
8. Orderly, methodical, and cooperative

## **Breakout Discussion:**

1) Which Culture Category do you work in today?

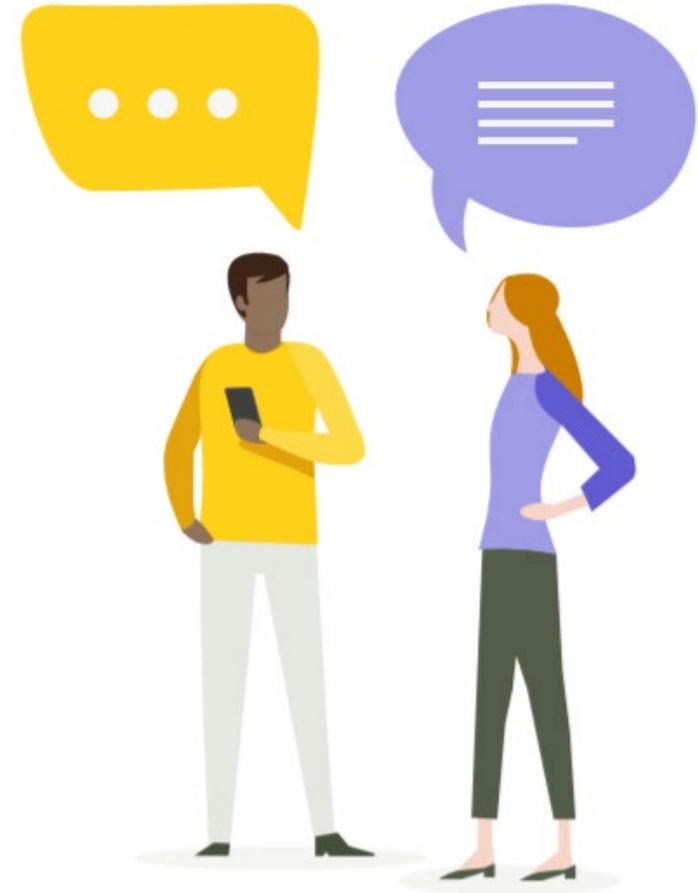
2) Which is your preferred Culture Category? Why?



What is your ideal  
work culture?  
What is your  
current culture?

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**Audience participation**



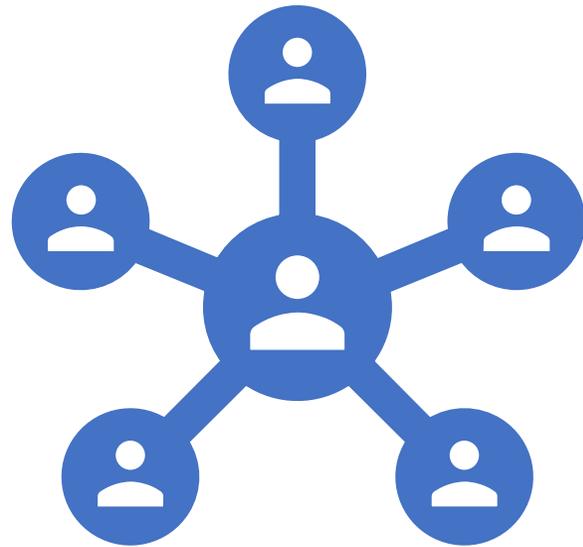


# Good culture starts with commitment

Building organizational culture takes time and dedication—but a good culture can enable your team members to do their most impactful work.

High-performance cultures don't happen organically; **they're designed, architected and built with intention.**



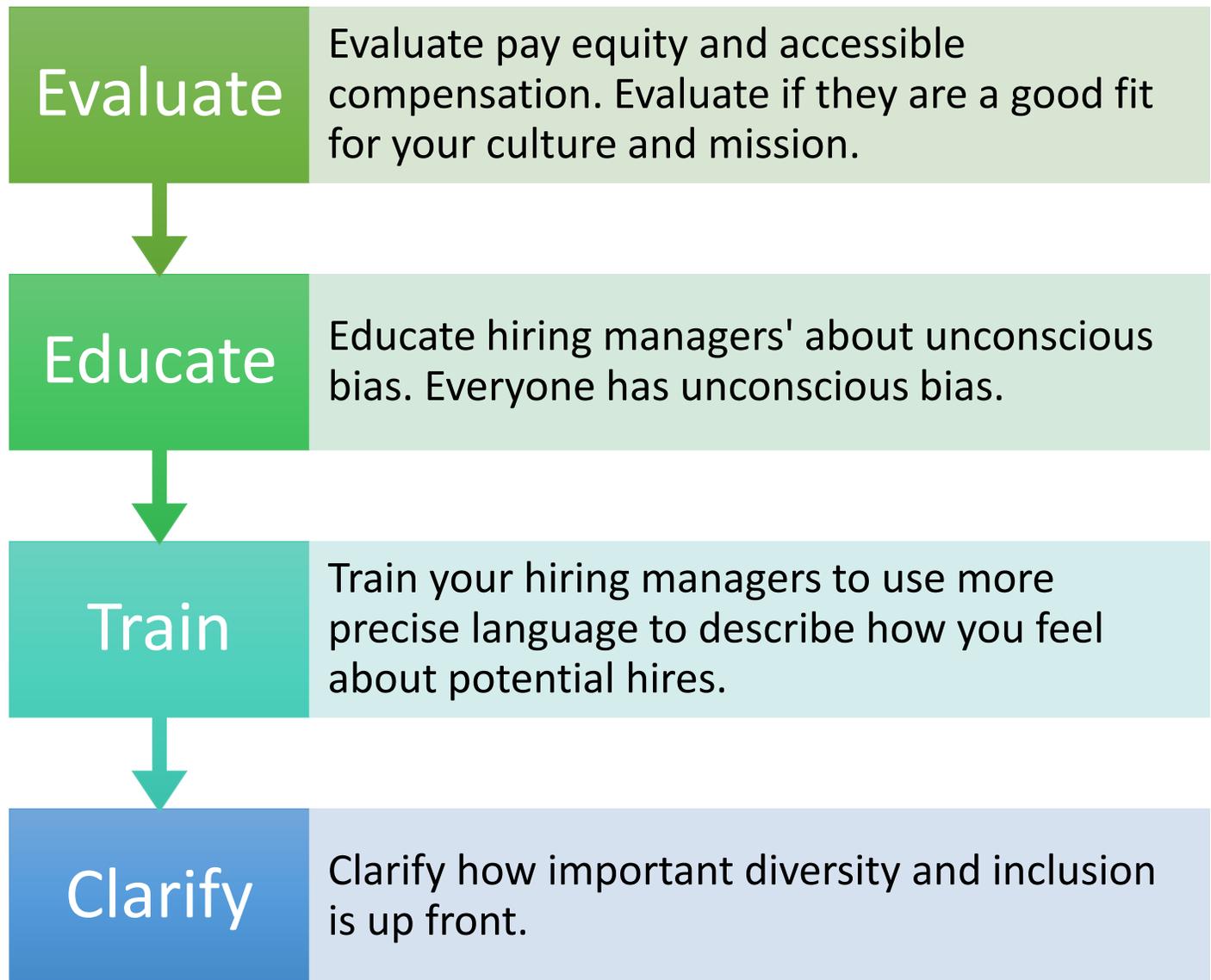


## RECRUIT EMPLOYEES WITH SHARED VALUES & BELIEFS

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- Right from the start, make sure you hire people who share or support the organizations values and beliefs.
- To build a diverse culture, begin at the beginning: with hiring and onboarding.
- Invest in diversity, inclusion, and belonging.

# Build great hiring and onboarding processes





# Ground your culture in mutual trust

“Trust is optimistically  
extended, solidified over  
time and broken in an  
instant.”

- Andrea Schroer, NASCSP

Trust has to be  
earned, and should  
come only after the  
passage of time.

Arthur Ashe

**TRUST TAKES  
YEARS TO  
BUILD,  
SECONDS TO  
BREAK, AND  
FOREVER  
TO REPAIR.**



# Ground your culture in mutual trust

An inclusive culture must be centered on **trust** at its core. There are several ways you can build this into your company culture:

- Hold open forums with company leadership.
- Solicit feedback at every level.
- Increase visibility across projects, processes, and decisions.
- Distribute responsibility where appropriate
- Actions back up words, consistently.



# Increase Clarity, Communicate Goals



Clarity is key for a good working environment and, as a result, a good company culture.



If you don't already, make sure you have a clear, tangible way to connect daily work to company goals.



Track and communicate goals! That way, Team members can clearly see which goals they're contributing to and how their work matters.





# Communication Examples

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As the CVWS Director I often start my day out in the warehouse loading insulation/materials with the Crew Chiefs and Installers. This gives us an informal time to catch up and for me to learn:

- Where they are at
- What they are thinking
- Learn about their families
- What is on their minds other than the job



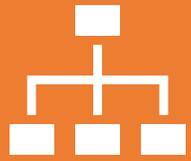
# Communication Examples

- Knowing this information about each employee helps me to know
  - Are they happy
  - What are their goals with the company
- Allows me to offer help when I can
- Offer training opportunities when needed
- Understand the challenges they are having outside of the workplace
- Transparency



# Transparency

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Does management manage in a vacuum? OR does management involve the staff whenever possible and share information such as budget levels, production quotas, Allowable cost per unit issues?



As the State person, I have seen our most successful agencies share information with their staff. Post a chart in the office showing budget vs. actuals for the month and goals. Go over it with everyone monthly. This helps people feel more part of the team and more valued.



Examples of good  
and poor Work  
Culture / Happy  
workplace from  
your past!

Let's learn from the  
past!!



Break into a group and someone take notes. Each person give an example from your past work life, of what helped provide a good work culture or happy and effective work place. List them all to share.



Then, each person give an example from your past of what led to a poor culture or unhappy work place. List them all to share.



NOTE: give as many examples of good and bad as you can in time allowed.



# Leadership, Management and Strategy

“We are going to show you a video where Simon Sinek talks about what being a leader really means to him. While you are watching the first minutes of this video I want you think about two questions:

- 1) **Have you ever had a boss, leader, supervisor or manager that understood this concept of leadership?**
  - 2) **How would your work experience be different if you had a manager that operated with this concept in mind.**
- <https://www.youtube.com/watch?app=desktop&v=RyTQ5-SQYTo> - Simon Sinek
  - <https://www.youtube.com/watch?app=desktop&v=MZcGj-eMH5o> - 5 positive Dwight



Leadership,  
Management  
and Strategy

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How is your work  
culture reinforced and  
communicated?

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Do your employees  
feel engaged?



# Ideas for building employee involvement

- Ensure that employees feel heard
  - Annual engagement survey
  - Intermittent pulse surveys
  - Focus groups about future work
  - IF you are going to survey, ensure that employees understand how you will **ACT** on them.
- Involve employees in decision making
- Regular listening sessions with CEO / ED



# Servant Leadership For A Healthy Workplace Culture

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Dwight DeCoster

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# What Is Good About Your Workplace?

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- What about the work that you do makes you come to work each day?
- What is it about your workplace that makes your work easy to do?
- What makes your work harder to do?
- What is one thing about your workplace that you would most like to change in order to be a more enjoyable environment to work in?



# What does a good leader provide?

- Time to do the job
- Resources to do the job (tools, money)
- Training to do the job
- Clear definition of the task
- Care and concern
- Support
- TRUST IN THE TEAM SELECTED TO PERFORM TASK
- A SHARED PATHWAY FOR EMPLOYEES/EMPLOYERS TO SUCCEED



# Scenario

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Imagine this:

- All communication must go through Director prior to going outside of organization
- Director is not present and often locks themselves in their office to avoid personal contact
- Director often takes side of folks outside of the organization over own team members
- Director makes plans without input or buy in from Management team

Q: Would you like to work on this team?



# Servant Leadership

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- **Servant leadership is a leadership philosophy in which the goal of the leader is to serve.** This is different from traditional leadership where the leader's main focus is the thriving of their company or organization. A servant leader shares power, puts the needs of the employees first and helps people develop and perform as highly as possible. Instead of the people working to serve the leader, the leader exists to serve the people. (Robert K. Greenleaf)
- When leaders shift their mindset and serve first, they benefit as well as their employees in that their **employees acquire personal growth**, while the organization grows as well due to the employees growing commitment and engagement. Since this leadership style came about, a number of different organizations have adopted this style as their way of leadership.



# Servant Leadership and it's Qualities

- Robert K. Greenleaf “The Servant as a Leader” 1970
- 10 practices of a servant leader
  - Listening
  - Empathy
  - Healing
  - Awareness
  - Persuasion
  - Conceptualization
  - Foresight
  - Stewardship
  - Commitment to the growth of people
  - Building Community
- [www.Greenleaf.org](http://www.Greenleaf.org)



# Servant Leaders in the Workplace

- Leading by example
- Cultivating Trust
- Collaboration
- Forward-thinking
- Accountability
- Continuous Improvement
- [Bizlibrary.com/blog/leadership/servant-leadership/](https://bizlibrary.com/blog/leadership/servant-leadership/)



# Blame Free Workspace

Is a business practice that enables all team members to make mistakes without being made to feel badly about.

- The only mistakes not considered for blame free processing are those that are willfully made or so outside of the organizations mission and culture as to be criminal in nature
- In this practice mistakes are considered to be
  - Lack of training
  - Lack of time
  - Lack of resources



Equity  
(there's more  
than one  
definition)

Does management get preferential treatment? Do all the rules not apply to them?

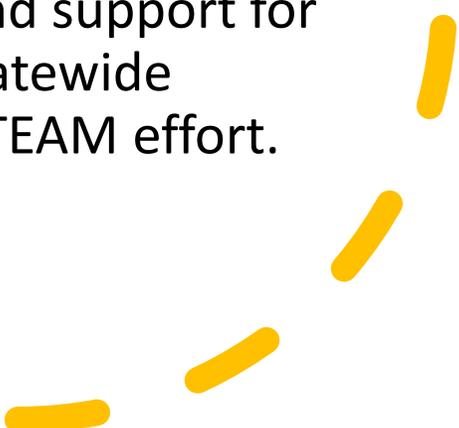
In a non-profit or state government setting like in WAP, that doesn't work in my experience. It leads to poor morale, back biting, resentment. The rules should apply to all.

“Do as we say, and as we do”. Lead by example!!





# Things the State Office can do to support good culture within its network:

- Support and provide for good paying Wx jobs. Talk about your program as full of skilled, highly trained workers. Ex. Create a minimum wage and provide funding.
  - Make the mission of Wx clear and often. Emphasize everyone in Wx has jobs in order to serve clients. That's why we are here. A shared value.
  - Lead by example. Don't stereotype or talk poor of any clients. Emphasize they ARE paying customers and treat them that way.
  - Leads by sharing best practice amongst and support for each other. Ex. State Wx Conferences, statewide Program gatherings, TEC Meetings, etc... TEAM effort.
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# Operationalizing your Culture: Discussion

Audience Question: If you have a sick work culture, how do you turn it into a healthy work culture?

- Anyone want to share STEPS they could take towards a positive transformation
- What can you do when you are not in charge?



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**NASCSP ANNUAL TRAINING CONFERENCE**  
**OCTOBER 24-28 MINNEAPOLIS, MN**

<https://nascsp.org/2022-annual-training-conference-minneapolis-mn/>

## NASCSP Conference: Innovative Workforce Strategies and Pilots for the New Generation

Tackling workforce challenges will take intentional, creative partnerships to succeed. Xcel Energy and the Center for Energy and Environment have come together to design a **workforce development pilot program** by recruiting, training, and ultimately employing women and Black, Indigenous, People of Color (BIPOC) living in areas of concentrated poverty in St. Paul and Minneapolis. Learn how they recruit and train new participants, and how participants are placed into energy auditor and insulation installer internships.

AMPACT, Serve Minnesota and MN CAA are partnering with **AmeriCorps** to create opportunities for people to serve their communities, support weatherization staff, and learn about building science and climate and social justice. The Climate Impact Corps has completed its pilot year, placing AmeriCorps members with two WAP agencies performing energy audits, retrofits, solar PV home assessments, and homeowner education and outreach.



**THANK  
YOU!**

