



Evolving Culture in Today's Environment

September 2019

Evolving Culture

Does it matter?

How do you build a productive and collaborative workplace?

Is it worth the effort? Let's see!

Culture affects **everything** in your workplace

- Are your **employees** engaged ?
- Let's talk about Performance
- What about the importance of Retention
- Recruiting

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Building Trust

- It starts with an Open Door Policy

What it means: We value your opinions and suggestions and encourage open dialogue at every level of our organization

What to communicate to employees:

- Suggestions, comments, questions, concerns are welcome and encouraged
- Please feel free to talk to your manager
- If your manager is not available, your manager's manager is available to you
- In addition ... HR is always here to provide you with support and guidance so are our department heads and General Manager/President

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Communicate Your Company Vision

Employees want to be closely aligned to a Company where they know and understand Company mission and vision. More importantly, they want to learn how what they do connects to that vision—understanding the bigger picture.

Often, they're seeking to learn more about the different divisions within a company - what they do and who is leading the area and how that division contributes to the organization's goals.

Employee's want transparency and understanding – leave the jargon behind!

What tools can you utilize?

- Intranet site
- E-newsletters
- Regular and ongoing Company Town Halls for all staff. For those on other shifts make it a point to keep them in the loop.
- Communication boards

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Understanding the Company Mission

What employees say: Employees don't really understand the Company mission.

Potential Company Action: Bring the Company mission to life by breaking it down so all know it, understand it and live it. Work to develop ways to show real examples of how employees' roles and Company initiatives further drives your mission.

What you can do as a manager:

Find real life examples of what your team is working on to link aspects of the Company mission.

Refer to your intranet site, company emails or e-newsletter and start discussions with employees about the work that's being done throughout the Company

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Recognize Employees

Study after study shows recognition has meaning: Recognition goes a long way. From the simple “thank you” to “shout outs” at Town Hall meetings, the ways to recognize employees is only limited by your muscle memory. Develop a habit of recognition.

Potential Company Actions: Acknowledge service anniversaries, feature staff on intranet site or e-newsletters, host events throughout the year (manager led picnic, holiday party, potluck lunches such as Worksgiving)

What you can do as a manager:

While some formal employee recognition programs can be created, take every opportunity to thank employees for the work they’re doing regularly. Your relationship with your staff is key. Studies site having a good friend at work is important in keeping employees at a job, but having a strong relationship with their manager is key.

Highlight the work your team is doing to your manager – celebrate wins along the way. Even a team email to your manager to recognize a particularly challenging problem solved or progress made in a key area goes a long way.

Celebrate your wins! Whether an award or just delivering on a challenging project (or in challenging weather), make time to celebrate with your team.

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Think you don't have time for recognition? Think again!

“85% of professionals want to hear ‘thank you’ in day-to-day interactions”

The Deloitte Greenhouse Experience, 2019

“40% of employed Americans say they'd put more energy into their work if they were recognized more often”

Harvard Business Review, 2019

Develop the muscle memory for recognition

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BEST PRACTICE IN ACTION



- Recognition is not one-size-fits-all
- Frequent, honest and deserved
- Be specific
- Model the behavior
- Make it fun

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Employee Development

Employees want opportunities to grow, learn and change roles. This can be challenging in an environment where operations are contracting. Help them grow where they're planted.

Potential Company Action: Begin conversations to learn about your employee's ideas and interests for development so you can start building individual development plans for them. Perhaps they could lead a project or teach the team a new skill.

What you can do as a manager:

Utilize your Performance Management system to begin creating professional development activities with employees on your team, to set agreed-upon expectations and track progress.

Talk with your manager about employees who are exceeding performance expectations and who might be ready for new challenges.

Use the buddy system to partner them with a high performer. People want to learn from the success of others and for the high performer, it's giving them another assignment/more responsibility. This builds on trust factor for all involved (employee, high performer and manager).

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Optimize Town Hall and All-hands Meetings

Employees outcomes: Employees appreciate Town Halls and hearing from senior leadership who is engaged and personable. Again, they'd like to hear more about how Company initiatives affect their work, their location, and their area of the business. Employees also want to hear more about strategies to compete in our industry and how the Company is performing as a whole. They want to know the **WHY** behind a change.

Benefits of Town Halls: You're optimizing information meetings to include reasons for changes, local group initiatives, address concerns about the industry, celebrate short and long-term wins, update employees on Company performance status. So whether it's a Company-wide Town Hall or an All-hands Meeting just for your division, employees want news about what's going on and how it affects them. Use these meetings to ask them questions and give feedback for the type of information you want to hear.

What you can do as a manager:

Require employees to attend Town Halls and/or All-hands meetings.

Conduct follow-up team meetings to talk about the information shared in larger Company/division meetings and encourage feedback and questions from employees. Share feedback with your manager, business leader, HR.

Be prepared to answer questions and for answers you don't have go to your manager, then follow up with employees.

Link Company initiatives to the work your team is doing.

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Measure Engagement – How surveys can help

Do you want to build your culture based on what you think is important to your employees or do you really want to know how to improve your workplace?

Potential Company Action: Develop a staff survey to gain insight to employee concerns

- Host feedback sessions led by managers to dig deeper on the insights.
- Take the employee responses and share them at a Town Hall meeting
- Company leadership should meet to develop an Engagement Action Plan
- Share Engagement Action Plan Updates at future meetings

Make sure you tell employees when an Action Plan item is a direct result of the feedback they provided.



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Exit Interviews

- Are you doing them?
- Who's collecting this information?
- How are you using the feedback?

Questions?
Thank you for
your time today

Evolving Culture key takeaways

- Remember the manager relationship is key to employee job satisfaction
- Building culture is the work of every manager, every day
- If your greatest asset is your workforce, make sure they know it