



Priceless Culture

Crafting a Culture for the Future of Work

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The Importance of Organizational Culture

Importance of Organizational Culture

- **Performance:** Strong cultures correlate with higher financial returns & employee productivity.
- **Adaptability:** Cultures that embrace change help organizations thrive in dynamic environments.
- **Engagement:** Positive cultures increase employee satisfaction & retention.
- **Innovation:** Supportive cultures encourage creativity & new ideas.
- **Reputation:** A healthy culture enhances brand reputation & attracts top talent.
- By fostering a strong organizational culture, companies can achieve sustained success & longevity.

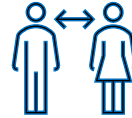


Trends & Effects in Workplace

Six workplace trends leaders should watch for (Gallup):



Global Worker
Stress Remains at
a Record High



Engagement is slowly
recovering, with some
areas for improvement



Leaders are restoring
trust yet there is room
for improvement



Managers are getting
"squeezed"



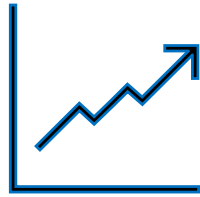
Organizations need a long-
term hybrid work strategy



Hybrid culture can be
great – if done right

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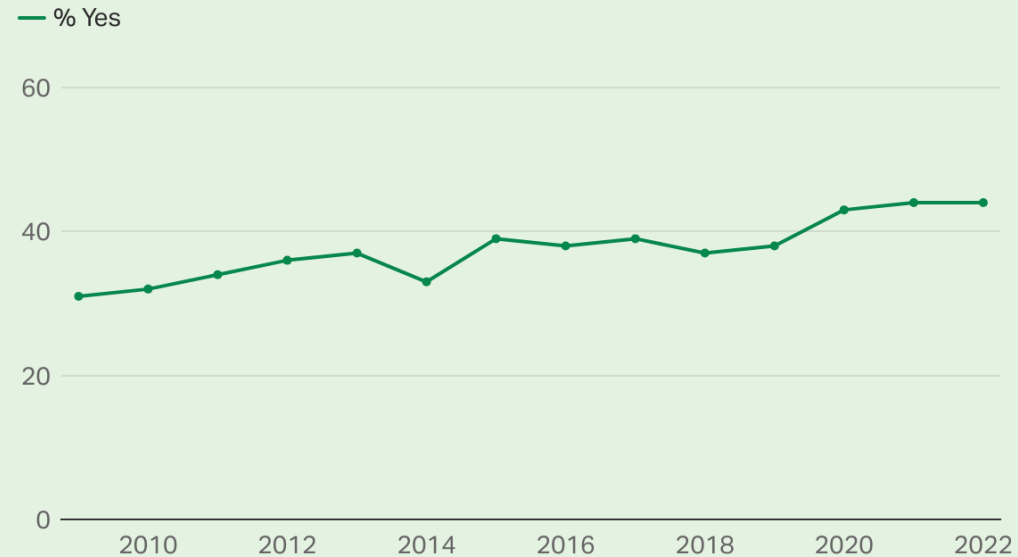


Global Worker Stress Hit a Record High

Has increased from 31% in
2009 to 44% in 2022.

Daily Stress Among Employees

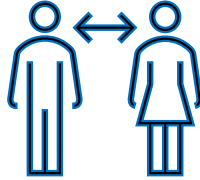
Did you experience the following feelings during A LOT OF THE DAY
yesterday? How about stress?



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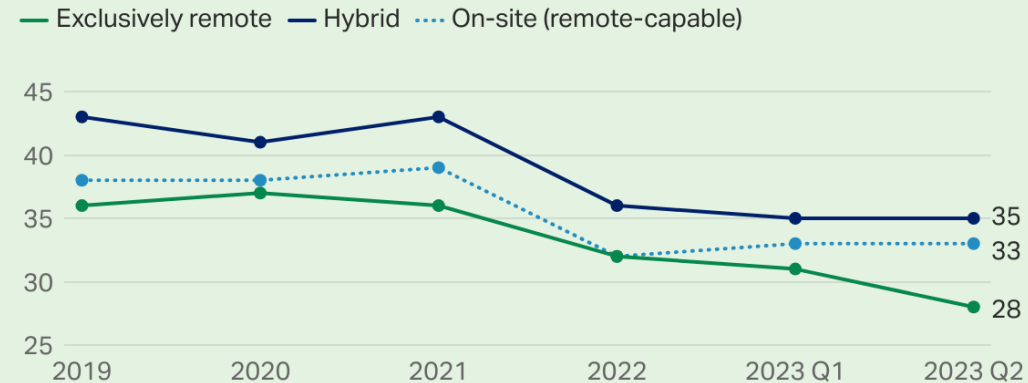
Engagement is Gradually Recovering

A decline in employees feeling connected to their mission, impacts excellence, loyalty, & retention.

The Erosion of Mission and Purpose Among Remote-Capable Workers

Q08. The mission or purpose of my company makes me feel my job is important.

% Strongly agree



WF Q2 2023, U.S. FT Employees; Exclusively Remote MOE: ± 3 points, Hybrid MOE: ± 2 points, On-Site (Remote-Capable) MOE: ± 4 points

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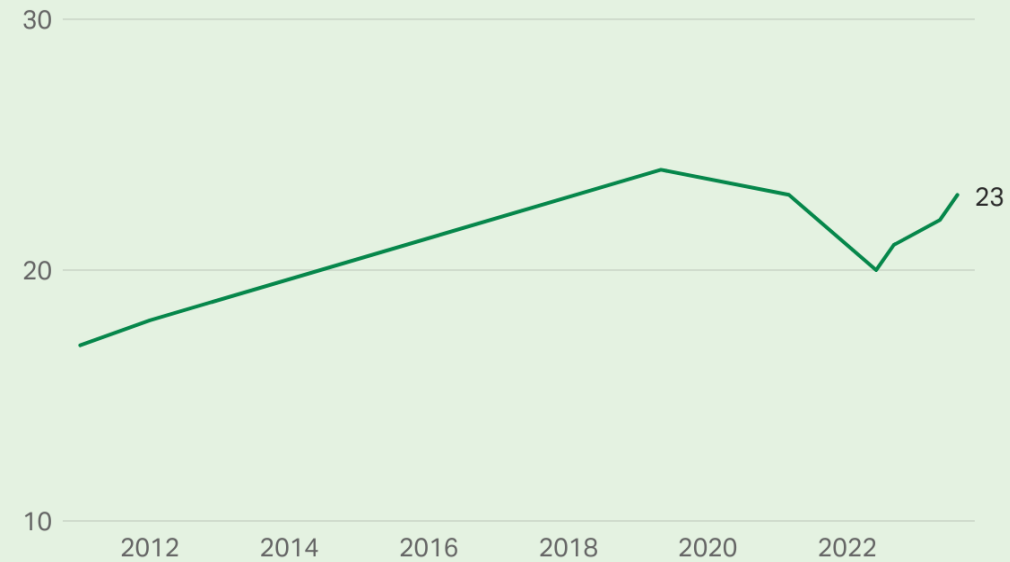
Leaders are Restoring Trust

Only 23% of employees strongly agree that they trust the leadership of their organization

Employee Trust in Organizational Leadership

I trust the leadership of this organization.

— % Strongly agree

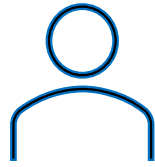


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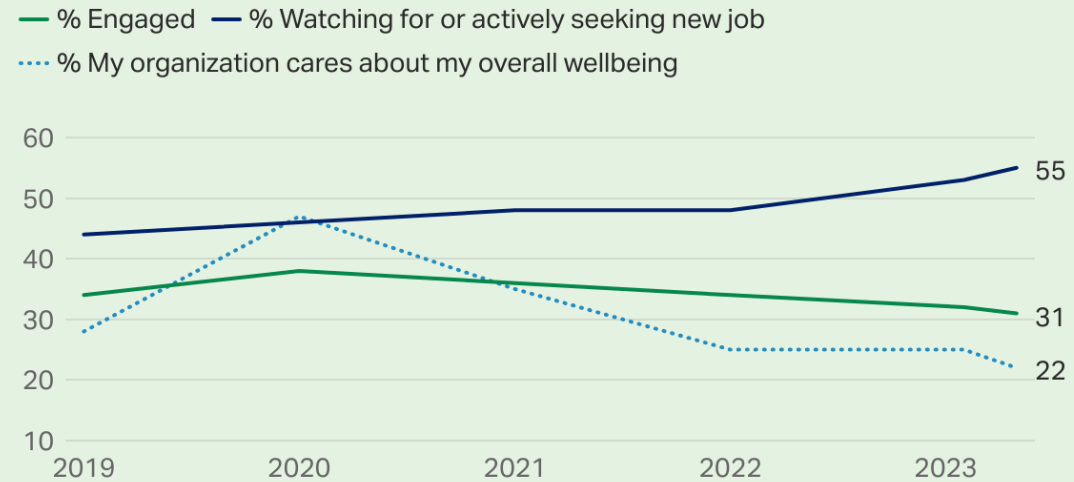


Managers are getting squeezed

Manager's engagement & feelings of well-being have decreased, leading to higher turnover.

As Managers' Engagement and Perceptions That Employers Care About Their Wellbeing Decline, Their Intent to Leave Rises

Manager experiences based on Gallup's employee engagement, my organization cares about my wellbeing and intent to leave survey items

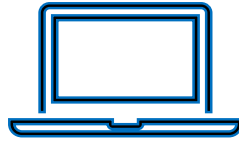


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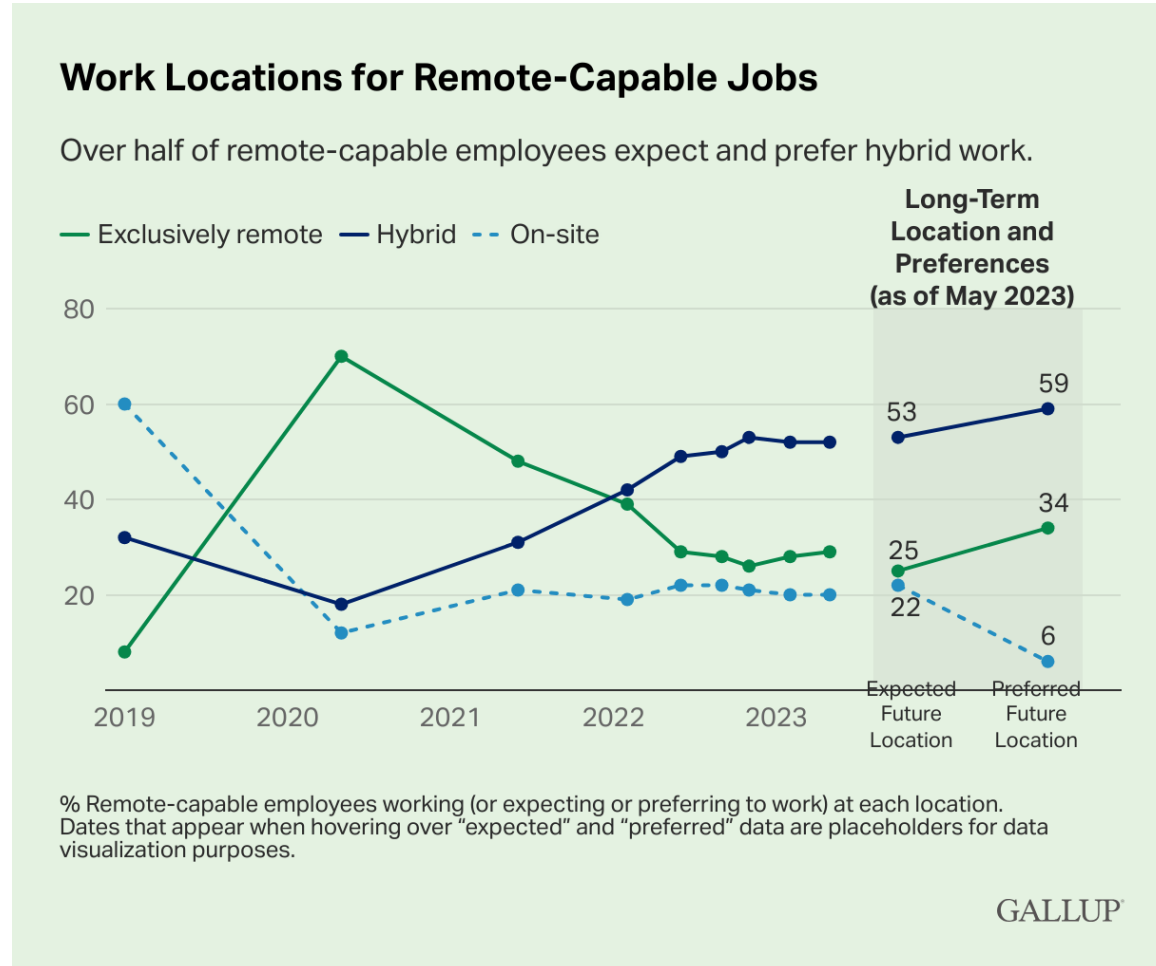
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Organizations should adopt a long-term hybrid work strategy

Adopting hybrid schedules is preferred by most managers & employees.



Trends & Effects in Workplace

Six workplace trends leaders should watch for (Gallup):



**Hybrid culture can be great –
if done correctly**

Maximizing productivity &
balancing employee satisfaction
while working in person is key.

The Biggest Challenges of Hybrid Work

Top 5 Greatest Challenges for Employees

% Selected by employees



Top 5 Greatest Drawbacks for Organizations

% Selected by leaders and managers



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Leadership as the Foundation

Effective Leadership

- **Leader vs. Manager**
 - Leaders shape & inspire organizational culture with visionary guidance
 - Managers implement & maintain this culture through daily operations & practices.
- Essential for setting the tone in a company's culture.
- A BMC Health study found that organizational cultures emphasizing employee orientation, responsibility, & cooperation had a substantial positive impact on leadership behaviors & job satisfaction.
 - Statistical Findings:
 - Research showed organizational culture is positively correlated with leadership behavior (standardized regression coefficient, $b = .55$, $p < .001$) & job satisfaction ($b = .66$, $p < .001$).

“Leadership behavior independently explained about 8% of the variance in job satisfaction after controlling for organizational culture”

- BMC Healthy Study

“A brave leader is someone who says I see you. I hear you. I don't have all the answers, but I'm going to keep listening & asking questions”

- Brené Brown



Core Values in Action

From Words to Action

- Aligning stated & lived values
- Impact on morale & integrity
- In fact, 63 percent of consumers say they want to buy products & services from companies that have a purpose that resonates with their values & belief system

"A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition & is 10 times more important than compensation in predicting turnover"

- MIT Sloan Management Review

Unified Purpose

- Define core values, craft an inspiring mission, develop a vision, involve leaders & employees, align strategies, & consistently communicate the purpose.
- **Alignment:** Ensures everyone works towards common goals.
- **Collaboration:** Fosters teamwork & shared values.
- **Consistency:** Guides decisions & actions towards core values.
- Drives success by creating a cohesive & motivated workforce.

Constructive Accountability

- Involves fostering a culture where feedback, performance evaluations, & personal development are handled with a focus on growth & improvement.
- **Open Communication:** Encourages transparent & direct exchanges between leaders, managers, & employees.
- **Mutual Respect:** Establishes an honorable foundation, which is crucial for effective development & feedback.
- **Supportive Environment:** Creates an encouraging atmosphere that emphasizes responsibility for actions, learning from challenges, & celebrating successes.
- This approach contributes to professional development team cohesion, & the pursuit of organizational goals.

Unified Purpose & Accountability



Effective Communication

Building Bridges with Communication

- Important to form clarity & openness.
- Strategies for effective organizational communication:
 - Clear is kind, unclear is unkind.
 - 360 Degree Evaluations.
 - Make feedback a frequent habit.
 - Value of one-on-one conversations.

"Over the past several years, my team & I have learned something about clarity and the importance of hard conversations that has changed everything from the way we talk to each other to the way we negotiate with external partners. It's simple but transformative: Clear is kind. Unclear is unkind."

- Brené Brown



Vulnerability in Leadership

The Strength of Vulnerability: When managers make themselves vulnerable to their teams, they:

- Are more relatable & approachable
- Demonstrates that it's OKAY to make mistakes, or even fail
- Shares the stress of the job
- Empathizes with people who struggle, self-doubt, or say they're overwhelmed
- Demonstrates strength of character
- Shows self-awareness
- Brené Brown's book "Dare to Lead" is a useful guide on how to embrace vulnerability & courage in leadership to build resilient & connected teams that can tackle tough challenges together.



Cont.

When **employees feel safe enough to be vulnerable**, they:

- can bring their 'authentic selves' to work
- feel they can speak up, make suggestions, agree and disagree (77% of employees want to provide feedback more than once a year)(Qualtrics)
- feel empowered to innovate, fearing no backlash if they make mistakes or fail
- learn and grow
- can be more creative
- are more productive
- have more genuine connections with their team
- are less inclined to leave (reduced turnover)



Cultivating Gratitude

A Culture of Gratitude

- Recognizing every contribution
- Effects on employee satisfaction & loyalty
- One of the greatest contributing factors to overall happiness in your life, is how much gratitude you show

"79% of people who quit their jobs, said that lack of appreciation was "a main reason" for their decision. The majority of those surveyed (60%) said they are "more motivated by recognition than money." - OC Tanner

The Imperative for the Future

Culture for the Future of Work

McKinsey & Co. Research article mentioned:

- **Strong Correlation with Success:** Research across 1,000 organizations showed those in the top quartile of our Organizational Health Index achieve 60% higher returns than median companies, & 200% higher than those in the bottom quartile.
- **Unique & Inimitable:** A robust, adaptive culture is a competitive advantage itself & is crucial in a rapidly innovating market.
- **Adaptability & Resilience:** Healthy cultures thrive amid change, significantly impacting organizational adaptability; conversely, 70% of transformations fail due to cultural issues.
- **Risks of Neglect:** Unhealthy cultures result in underperformance or collapse, underlining the critical role of culture in sustaining corporate health.

"Profits don't create great workplaces. It's the other way around"

- Ted Kitterman



Example of what companies are doing



What are examples of things you all are doing?

Implementing Priceless Culture

- Strategic Alignment of Culture
- Leadership & Governance
- Cohesive Vision & Unified Goals
- Engagement & Participation
- Learning & Innovation
- DE&I
- Well-Being & Work-Life Support
- Sustainable & Ethical Practices
- Measurement & Continuous Improvement

Conclusion & Call to Action

Embracing the Future Together

- Summary of key points
- Reflection



Thank you!

Your thoughts and questions are valuable.
Let's discuss!