

# Culture Eats Strategy for Breakfast

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Building and Sustaining a  
Great Culture in Your  
Crisis Program

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**SOLD**



*When you think of the **culture** within your organization, what word comes to mind?*

# Session Objectives

Understand workplace culture and its impact on employee retention

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Learn practical ways to operationalize culture- building skills in your crisis program

Gain knowledge of three skills for developing and sustaining a great culture

# Culture

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**Culture:** from the Latin *cultus*, which means *care*.

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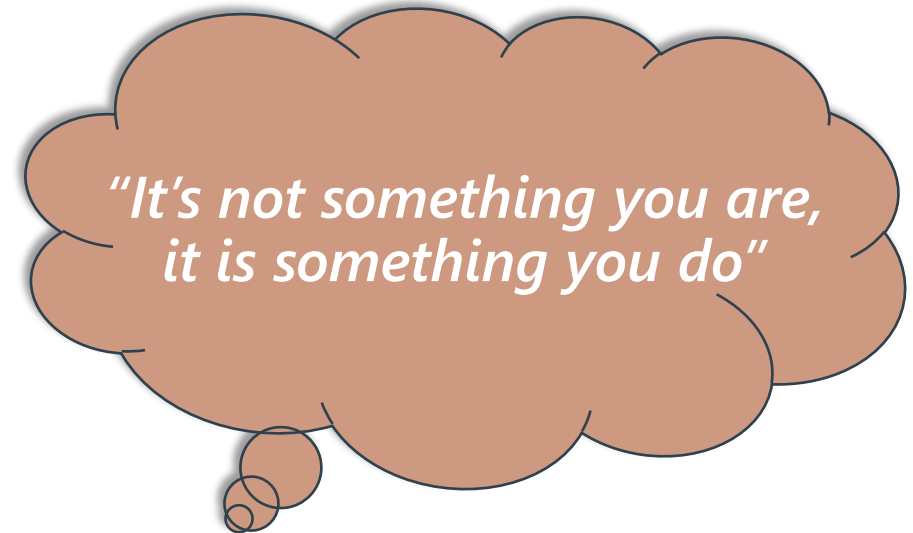
The unique character and personality of your organization or crisis program.

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The sum of its values, traditions, beliefs, interactions, behaviors, and attitudes.

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A set of living relationships working toward a shared goal.



# What influences culture?



Leadership



People



Management



Mission, vision & values



Workplace practices



Work environment



Policies & philosophies



Communications



**43%** of leaders feel connected to their organizations culture



**20%** of employees report that they feel the same way

# Employees who feel connected to their organization's culture are...

**4x**

As likely to  
be engaged  
at work

**5x**

As likely to  
recommend their  
organization

**68%**

Less likely to  
feel burned  
out at work

**55%**

Less likely to be  
actively looking  
for another job



# Great Culture



Attracts talent



Retains talent



Drives engagement



Impacts happiness and satisfaction



Enhances diversity, equity, and inclusion



Affects performance



Delivers the best possible customer service experience

How can we build and sustain a great culture in our crisis programs?

**Build Safety** 

**Share Vulnerability** 

**Establish Purpose** 

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# Building Safety

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# Building Safety

- Safety is the foundation on which culture is built
- A steady pulse of small, subtle interactions
- Signals of connection generate bonds of belonging and identity



# Safety looks like



- Close physical proximity
- Eye contact
- Physical touch
- High levels of mixing
- Lots of questions
- Active listening
- Humor



# Belonging Cues



Energy +

Individualization +

Future Orientation



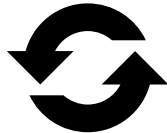
You are  
safe  
here



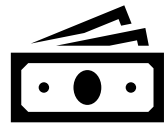
# Belonging's Impact on Engagement & Experience



56% increase in job performance



50% reduction in turnover risk



2x more employee raises



18x more employee promotions



75% decrease in sick days



## Comfort

*“I am valued for who I am, my background and beliefs. I can bring my authentic self to work.”*

## Connection

*“I am a part of something larger than myself. I provide support and am supported by my workplace community.”*

## Contribution

*“I (we) add value by bringing unique skills and strengths to meaningfully contribute to shared purpose and goals.”*





# Spotlight your Fallibility

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- 1. Open up**
- 2. Show you make mistakes**
- 3. Invite input**



# Capitalize on Threshold Moments

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- 1. Pause**
- 2. Acknowledge the presence of a new person**
- 3. Make it special**



# Make Sure Everyone Has a Voice

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- **Use simple mechanisms that encourage, spotlight, and value full-group contribution**



*How do you make sure everyone  
in your program has a voice?*

# Sharing Vulnerability

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“

To **share** vulnerability means to engage in a habit of **mutual** risk that drives **trusting** cooperation.

”

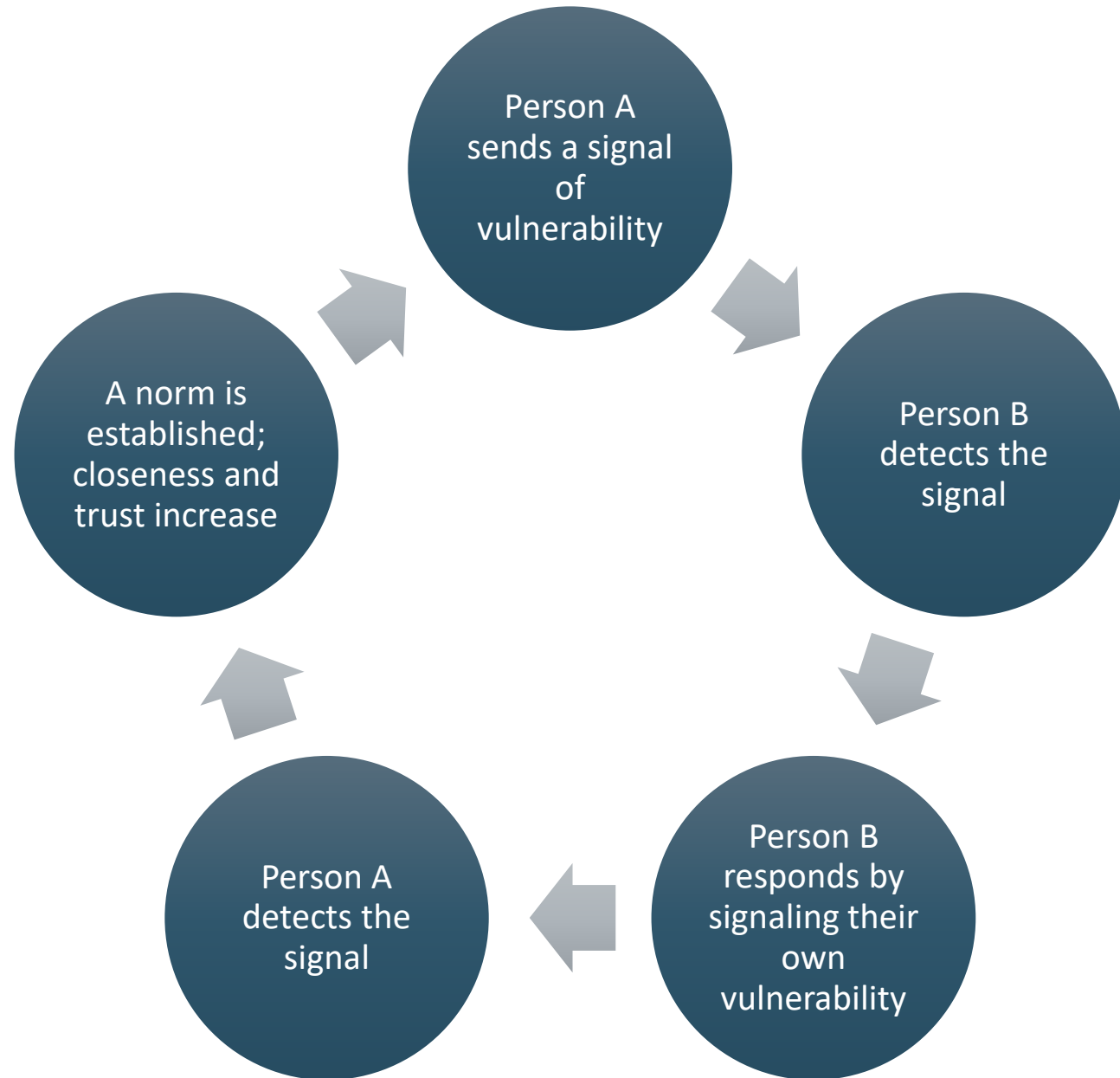
*What was it like to deliver tough news to an employee?*







# Vulnerability Loop



# Lead By Example



# Focus on the Firsts



First  
Vulnerability



First  
Disagreement

# Separate Employee Performance From Development



“

Vulnerability without boundaries  
is **not** vulnerability.

-Brené Brown

”

# Establishing Purpose

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# Establishing Purpose



**Simple signals that  
focus attention and  
engagement  
on the shared goal**



# High Purpose Environments

*Here is where we are  
and  
here is where we  
want to go*





# Be a Culture Broadcaster



“Collect the dots and connect the dots”

“One size fits one”

“Make the charitable assumption”

“We love problems!”

# Identify Shared Values & Rank Priorities



Convene a **collaborative** session

Invite input from **all levels**

Explore **collective** values

Choose a handful of **priorities**



# Operationalize Workplace Values



Write each value at the top of a large poster page and post around the room



Ask each person to focus on the first value and identify the behaviors that they believe would support that value and contribute to your culture. Write one behavior per sticky note and place on the poster page



Repeat the process for each value



Assign a working group to each value to identify themes



“Rumble” over themes for each value as a group to come up with a list of behaviors aligned with your values

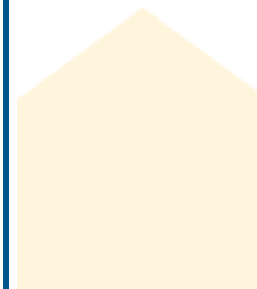
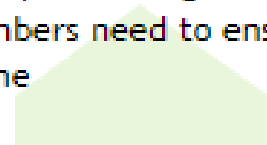


## As a Team

- ❖ Work as a team, with a strong foundation of communication
- ❖ Give grace and assume positive intentions, believing everyone is doing the best they can
- ❖ Openly discuss and learn from issues and mistakes, without fear of blame or negative consequences, and in the spirit of learning how we can do things differently next time
- ❖ Behave in a respectful manner, absent of intimidation or discrimination
- ❖ Trust and support each other on good days and challenging days, knowing the work we do is hard
- ❖ Emphasize collaboration and lean on each other to creatively problem solve how to meet the needs of the people we serve
- ❖ Look out for one another, recognizing safety risks, and being aware of what team members need to ensure the safety of everyone

## For the People We Serve

- ❖ Welcome everyone and find creative ways to say “yes”
- ❖ Truly care about the people we serve, and treat them with dignity and respect
- ❖ Listen to the voice of the person served, and allow them to guide their treatment path
- ❖ Believe the person served and their family are the experts in their care, and empower them to choose the solution that will work best
- ❖ Are committed to safety and give persons served the opportunity to make safe choices
- ❖ Offer opportunities to receive care in the least restrictive setting possible



# Measure what matters

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Creates awareness and alignment and directs behavior toward the purpose



# Culture

*"Culture isn't the most important thing, it's the only thing."*

- James Sinegal



Is important



Must be nurtured



Is a work in progress

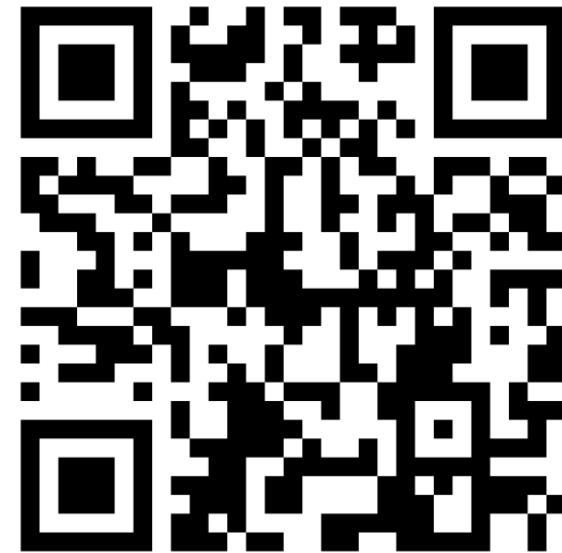
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**Thank you!**