Be Deliberate about Building a Great Culture
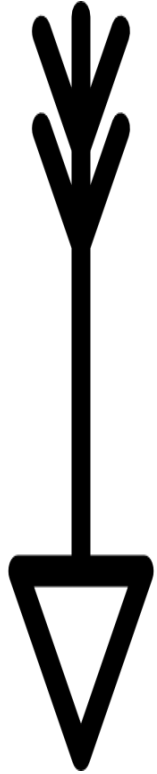
HELLO!

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A Culture Building Approach

01   Part One
What is Culture?

Method to Build & Align Culture

02   Part Two
Define and Build the Culture You Want

03   Part three
Strengthen through Alignment

04   Part four
Pitfalls to Avoid

05   Part five
Takeaways

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cul·ture

- /ˈkəlCHər/

noun : **culture**; plural noun: **cultures**

the material and nonmaterial values, beliefs, customs, phrases, language, roles, tools, and artifacts that are part of any organization

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Let's share specific representations of culture that come to mind.

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Familiar Corporate Cultures

Clan

"Family & Teamwork"

Friendly working environment where relationships, morale, participation, and consensus take center stage.

Pros:
- A happy team who genuinely enjoys communicating and working together

Cons:
- Too much collaboration or unnecessary chatter, which can send productivity into a nosedive

Adhocracy

"Creative & Entrepreneurial"

Rooted in the word ad hoc, this type of culture lives by that "move fast and break things."

Pros:
- An enormous amount of innovation and psychological safety.

Cons:
- Possibly unstable due to heavy investment in new initiatives and focus on speed to market

Market

"Compete & Win"

A high-pressure environment where employees are highly goal oriented, and leaders are demanding.

Pros:
- Employees are driven and highly motivated to achieve their goals

Cons:
- Encouraging constant competition can lead to a stressful, work environment with high burnout

Hierarchy

"Control & Structure"

Work is dictated by existing process, with focus on stability and results.

Pros:
- There's clarity in communication and predictability because nearly everything is prescribed

Cons:
- Prioritizing process over people can make the environment feel rigid, unsupportive, stifle innovation, and promote fear

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Define and Build the Culture You Want

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Does Culture just… Happen?

» **Every** company, organization, department, and team has a culture

» That culture is either there **by accident** or **by design**

» Is it easy to pick out an **organic** vs. **deliberate** business culture?

The Culture Dream

» Our dream: the organization becomes a ***destination shop*** where people ***flock*** to be part of it

» We can define the ***outcome & vision*** we want for our culture

» ***Steal ideas*** from others to design our guiding principles and values

Our goal should be to create an amazing environment to work!

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Desired
Culture
Outcome

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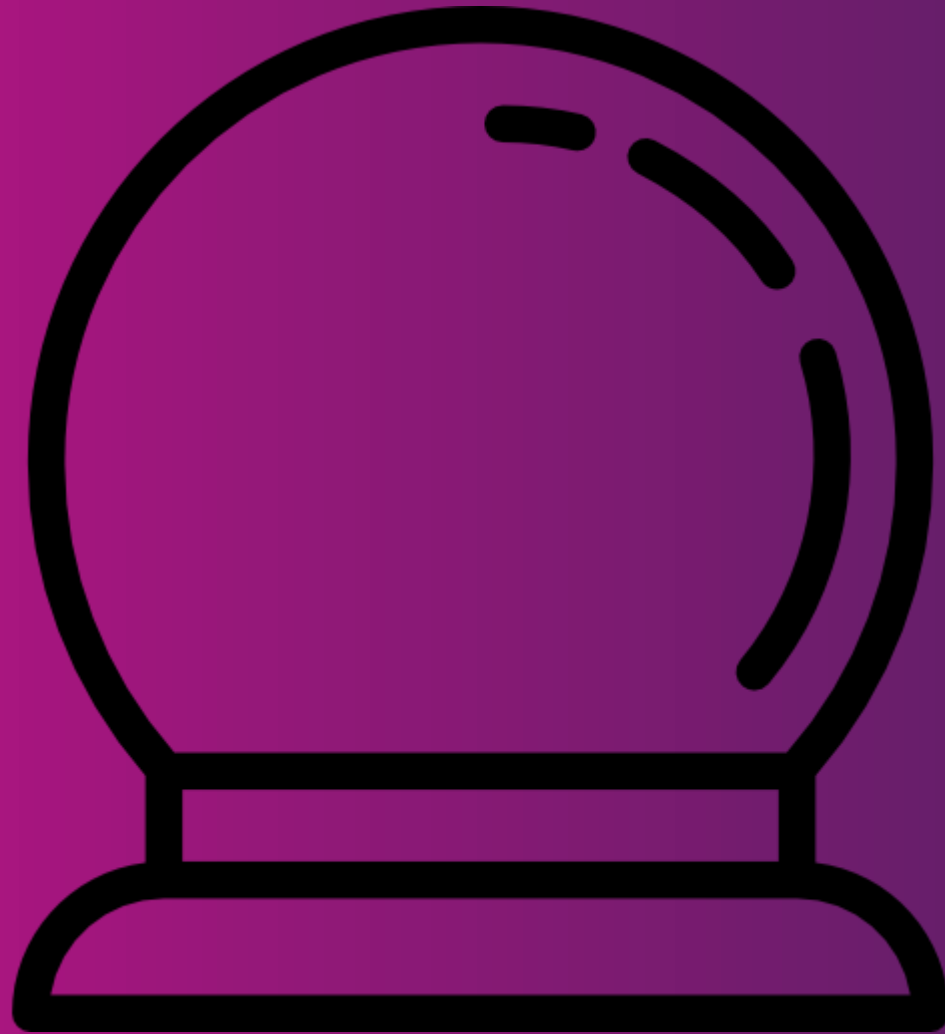
You aren't just handed the culture you want; you get the ***culture you build***. We are responsible for ***creating*** a winning culture that drives behavior and produces results.

Cultural
Anthropology

Culture
Collaboration – sum of ideas is greater – ideas have no boundaries
Trust at all levels – diminish micromanagement
Transparency and speed to share
Focus on health, happiness, and safety of teams
See something, say something – be transparent
Have a high level of psychological safety and respect
Create a fun, positive, light-hearted environment
Necessary support to "learn fast" and share learnings
CIT Core team members are agents for change to use and promote the new system in a better way

Results/Productivity
Accountable for your own words, actions, and results
Quality is built in to everything we do
Leave a great legacy
Keeping a sustainable pace throughout the program
Standardizing, not customizing solutions
We have something to prove – hunger to prove success on large program
Remember that CIT impact extends all over   – we are not a silo
Value-centered thinking for decisions & priorities

One Team
Encourage all team members to ask for and generously provide help
Teamwork – don't be afraid to jump in anywhere
Prove successful relationship between BU & IT – become one

Experience Report #2
Client B: July 2022

Core Tenets & Guiding Principles

Technical Quality

- Maintain technical excellence (quality and tech debt)
- Quality is a top priority
- Create maintainable, high quality applications delivered at a cost and pace aligned with our Business, IT and Technology strategies.
- Customers define quality

Work the Right Way!

- Know and understand the Agile Manifesto
- Promote lean/agile processes
- We deliver the highest value business features
- Maintain a learning mindset. Stay curious!
- Continuous Improvement is a mindset
- Set the right expectations
- Bring transparency to our work and plans

Guiding Principles

1. Preserve Agile/Scrum mindset and framework
- All teams manage work in scrum or kanban
- 2-week sprints
- Inspect & Adapt
- PI Planning
- Team/product backlogs in ADO
- Continuous Improvement ideas
- Definition of Done
- Working agreements
- Product Owner makes decisions on priorities

2. Organization structure & Quality
- Maintain the business product-based organization structure; YBIYRI model
- Bring work to standing teams
- Maintain technical currency
- Maintain acceptable level of technical debt
- Maintain low inventory of problems
- Use the Design System which includes key accessibility items; has standard look and feel for UI
- Quality more important than speed of delivery

3. Lean
- Emphasis on the metrics: Change Failure Rate (CFR) Development Cycle Time, Lead Time to Value (LTTV)
- Continue the structured Problem Solving way of thinking
- Continue Experiment and Innovation Day for entire Claims Platform

Great Customer experience

- Ensure that our solutions are fully accessible to all users
- Provide a customer experience that's 2nd to none
- Engage with our end users to understand their real needs
- Partner with those using the systems to ensure meeting their needs
- Know your customer - internal and external
- maintain a close partnership with our Business
- Clear priorities to help guide team decision making
- Support and new development are equally important
- Adapt to changing business need
- organization that allows for flexibility and adaptability
- Ability to flex based on business needs throughout the year
- Deliver on our promises to customers in a sustainable way
- Maintain great feedback loops with users

Innovation/Adaptation

- Strive for true CI/CD
- Maintain technical currency in our applications
- Maintain a culture of transparency and honest feedback
- provide visibility into our work
- Promote Innovation at all levels and all effort sizes
- Promote/ foster Innovation with purpose
- Value innovation
- Keep building on the "firsts" in delivery

Great place to work

- Trust and Autonomy lead to innovation
- Maintain sustainable cognitive load
- Work at a sustainable pace
- Fair work allocation across teams
- Sustainable pace: let the work drive the deployment dates
- Destination for the top technicians
- Strive for inclusion
- promote employee engagement and culture
- Shared Responsibilities
- Attract and retain top talent
- enable career development and a sustainable work pace
- Continue to grow the technical skills of the individuals
- Provide enterprise training
- Treat our employees with empathy and respect
- Treat everyone with respect
- Promote team engagement and collaboration
- Promote team empowerment
- Empower teams to work as they believe is best to produce value
- Fun!
- We monitor WIP and finish what we start before we start new efforts
- Provide equitable opportunities for learning/growth
- Viewed as a 'light house' for agility / innovation / continuous improvement

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= Key callouts

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Cultural Themes

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Strengthen Through Alignment

cli·mate

- /ˈklīmit/

noun : **climate**; plural noun: **climates**

the prevailing trend of public opinion or people's shared perception about the culture they share

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Aligning the Organization

» Nothing affects how we perform more powerfully than *climate*

» An aligned organization gets better results

» Find the courage to be transparent with your organization's values & gauge often

» Great climate is an organization that lives its values…Include people who share your vision!

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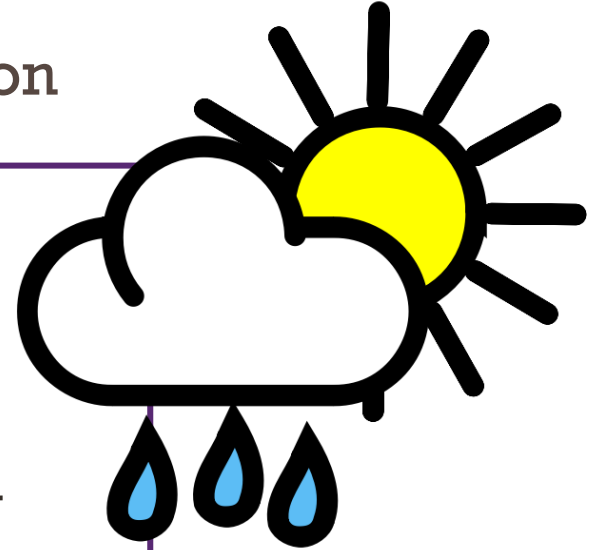
Rachel Jones · 2nd
Director of Talent, learning, Engagement, Cultural...
1w · Edited · 🌐

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This photo is incredibly powerful. It shows paralympic swimmer Antonios Tsapatakis standing in front of his chair underwater.

It is a beautiful illustration of how the environment we're in affects what we can do, what we're capable of.

That's why culture is so important

#cultureandengagement #environment #culture

Nicholas Samaras #illustration 👏🏽👏🏽👏🏽

Activities to Gauge Climate & Alignment

» Radiate your intentions → follow through

  » Broadcast cues & reminders

    » Check in frequently

      » Bring in best-fit people

        » Take time to care

          » Build in time for learning

            » Stay courageous & current

Repeat as frequently as possible – become the "new normal"

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Buckeye Program Core Beliefs
1. Relentless Effort
2. Competitive Excellence
3. Power of the Unit

"We **communicated** the culture blueprint with exceptional *clarity* and **nonstop consistency** to our **team**."

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Experience Report #3
Client A: June 2021

CIT Keeps it:
1. CIT **Keeps it Safe**
   - Focus on Safety: physically, mentally, and psychologically safe teams
2. CIT **Keeps it Real**
   - Transparency at all levels & speed to share
3. CIT **Keeps it Simple**
   - Simplest actions and standardized solutions
4. CIT **Keeps Us Together**
   - Collaborate at all opportunities – sum of ideas is greater

We Expect:
1. A speak-up culture
2. Generous help & respect, asking, giving, and earning
3. In charge of our own dang actions and results
4. GSD – Get S(tuff) Done – deliver the goods!

We are guided by:
1. Hunger to prove we can do this together
2. Courage to leave a great legacy
3. Harmony to be one team, no ego
4. Quality results that radiate valuable outcomes

How we will stay aligned:
1. Culture topics at the start of CIT meetings
2. Call out micro-habits that tie back to these values
3. Real-life examples that are relatable
4. Condense wording into brand mottos for email, presentations, internal documents in a fun way
5. Slide themes? Culture corner topics
6. Communicate outside to stakeholders
7. Everyone on CIT to have elevator speech on "CIT Purpose"
8. Brand a few value mottos for CIT program and have leaders share on our behalf
9. Bring to the team, engage for input to build a better culture and list of cultural values

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Align the
Organization

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# Pitfalls to Avoid

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Avoiding Culture Building Pitfalls

» Unreasonable expectations

» Enterprise & Staffing constraints

» Deeply-rooted anti-patterns

» Lack of diversity

» Siloed organizations

» Lack of accountability

» Select ***common-sense*** values

» Build with ***supportive people***

» Have ***courage*** to break the mold

» Be purposeful in ***team building***

» Be a beacon of ***transparency***

» Urge a ***cooperative*** environment

Are you doing any of these things today?
How can you improve?

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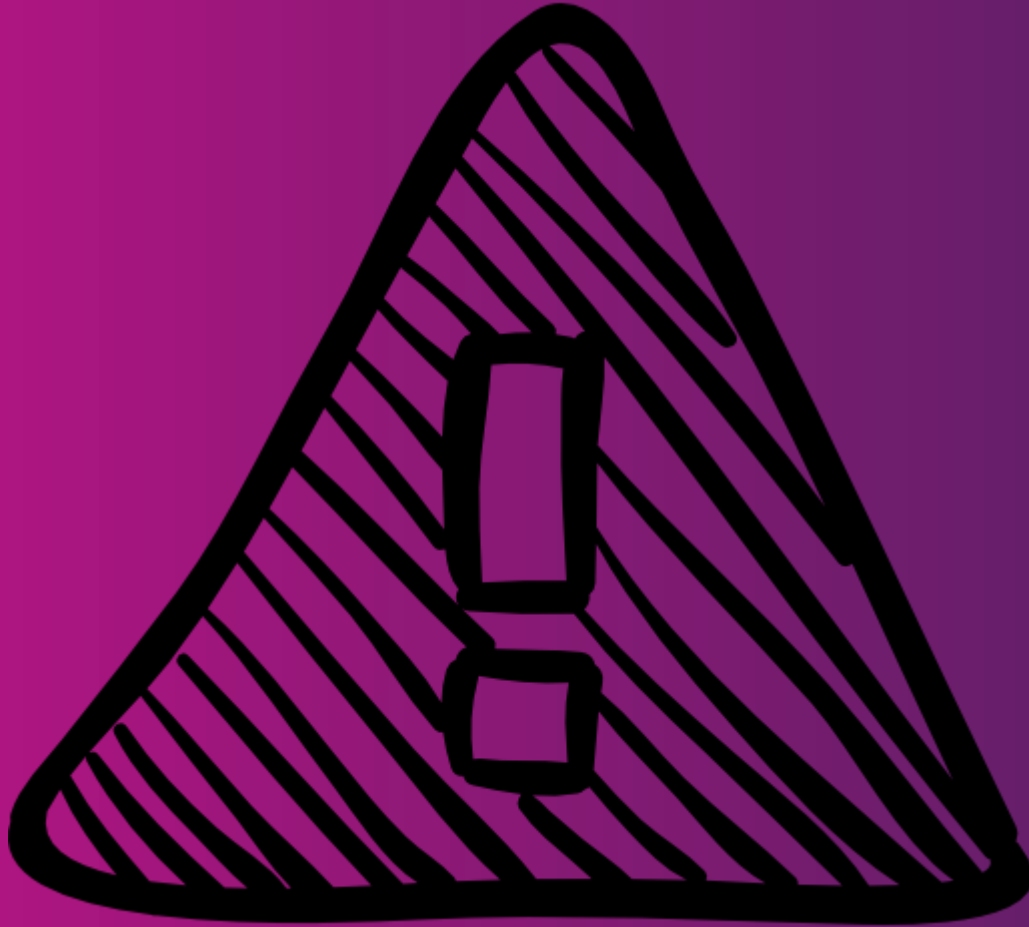
Pitfalls to
Avoid

Takeaways

» **Culture** is a collection of espoused values; **Climate** is people's shared perception

» You can deliberately **build the culture** you want

» You must regularly **align & gauge** the climate

» **Avoid** common cultural pitfalls by knowing your organization and people

» Use **common-sense & transparency** often

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Contact

Thanks!

Questions?

PDF copies?

Discuss your scenario?

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