Webinar Series

Advancing Equal Employment Opportunities and Creating Inclusive Workplaces

Part 6: "Building Intentional Culture" - How to foster a welcoming workplace

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Part 6: "Building Intentional Culture" - How to foster a welcoming workplace

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WISE -Washington Initiative for Supported Employment

November 19, 2019

Introductions

Cesilee Coulson
Executive Director

Jaimie Laitinen
TA and Training Director

Morgan Cain
Operations and Communications Coordinator

Building Intentional Culture

How to foster a welcoming workplace

wise

What is Organizational Culture?

Underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization.

Impacts of “Culture Fit”

So What Works?

People stay longer in organizations when they:

Are able to learn and grow	Feel both independent and supported	Can specialize in areas where they naturally do well	Fit well within the culture

Knowing more about your culture can help you understand who fits well, who doesn't, and why?

Cultural Norms

How an organization's culture presents itself

Behaviors and rules of conduct can be:

- formal or informal
- healthy or unhealthy
- often not actively reflected on or challenged unless new people come in

Example - Formal & Healthy Norms

Culture: “Learning Organization”

Norms

- Annual training budgets for staff
- Trainings taken seriously (informal)
- Leadership open to new ideas

Example - Formal & Unhealthy Norms

Culture: “Closed-door Decision Making Process”

Norms

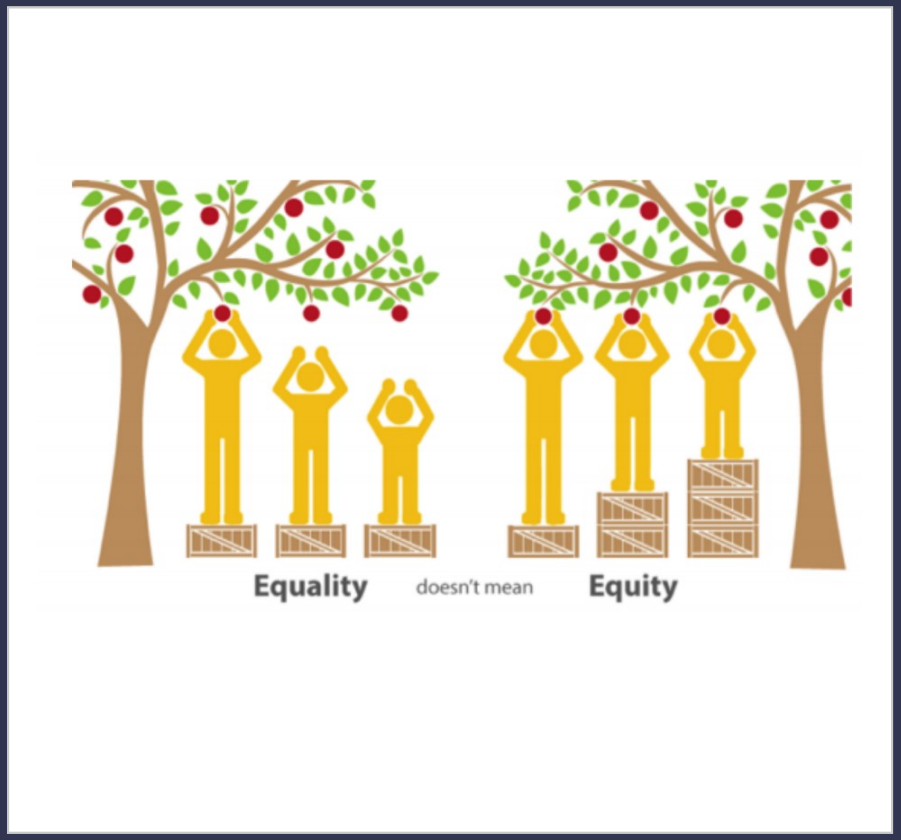
- No mechanism for collecting staff input
- No transparency around items such as budgets, priorities, hiring
- Staff are not sure how decisions get made

Changing Norms

Formally & Informally

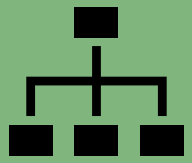
Be intentional about how you contribute to your organization's culture:

- Recognize, reflect on, and acknowledge unhealthy norms
- React with intention
- Prepare to welcome someone that will change the culture
- Start conversations



Inclusion & Equity

Group Activities



Organizational Culture Snapshot

Complete individually and review with your team or department

Exclusive vs. Inclusive Norms Scales

Typically work on this within your program teams and discuss similarities and differences

Organizational Culture Snapshot

Heroes

Heroes who is seen as the hero around here? why?

why do people succeed or fail here?

Norms & Typical Behavior

Norms and Typical Behaviors

communication styles; comfort with conflict; competition vs. collaboration; perfectionism; ways of celebrating; workaholics; sense of urgency; boundaries; allowance for vulnerability/emotion; etc.

Values and Beliefs

Values & Beliefs stated & lived

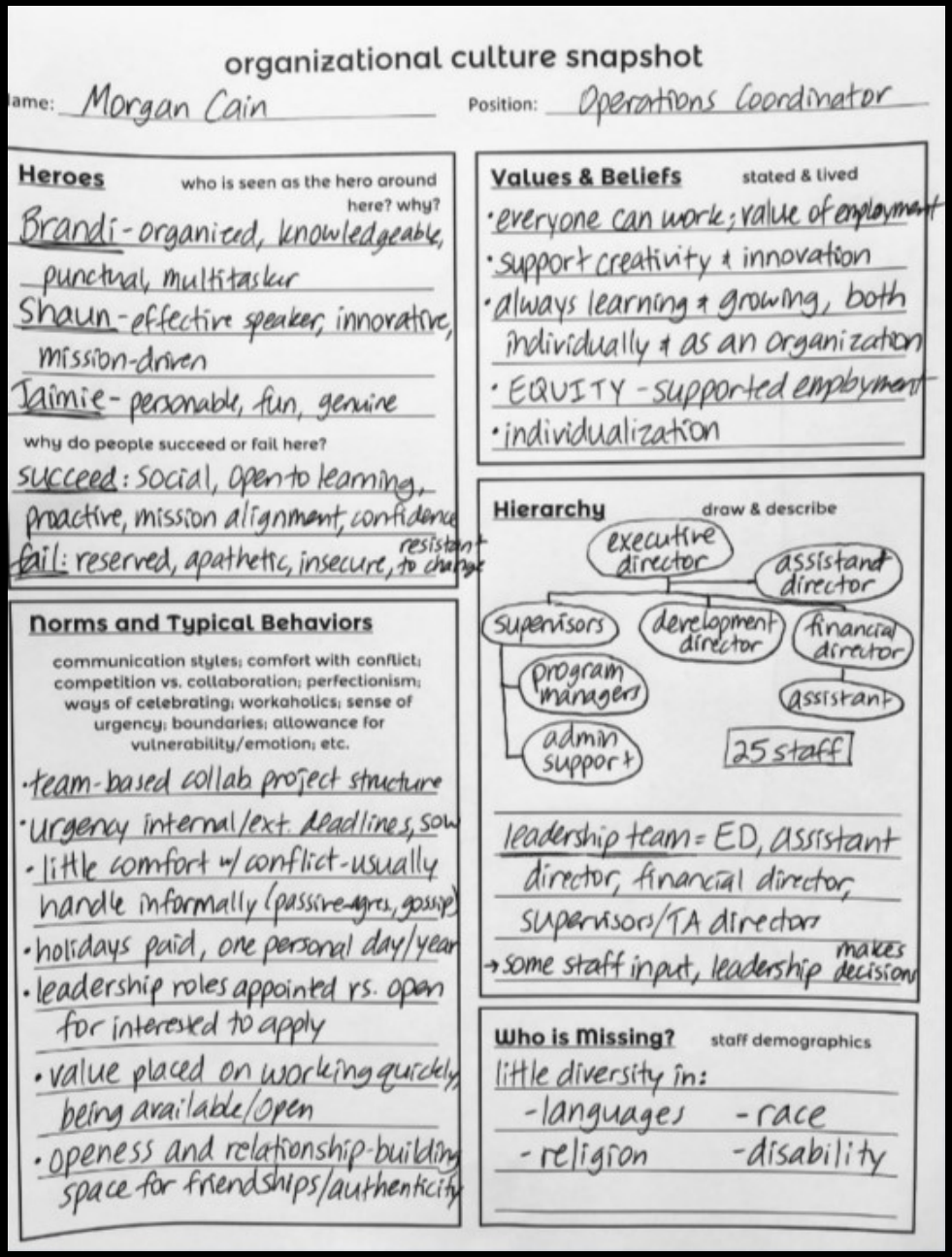
Hierarchy

Hierarchy draw & describe

Who is Missing?

Who is Missing? staff demographics

Cultural Snapshot Example



organizational culture snapshot

Name: Morgan Cain Position: Operations Coordinator

Heroes who is seen as the hero around here? why?

Brandi - organized, knowledgeable, punctual, multitasker

Shaun - effective speaker, innorative, mission-driven

Jaimie - personable, fun, genuine

why do people succeed or fail here?

succeed: social, open to learning, proactive, mission alignment, confidence

fail: reserved, apathetic, insecure, resistant to change

Values & Beliefs stated & lived

- everyone can work; value of employment
- support creativity + innovation
- always learning + growing, both individually + as an organization
- EQUITY - supported employment
- individualization

Norms and Typical Behaviors

communication styles; comfort with conflict; competition vs. collaboration; perfectionism; ways of celebrating; workaholics; sense of urgency; boundaries; allowance for vulnerability/emotion; etc.

- team-based collab project structure
- urgency internal/ext. deadlines, sow
- little comfort w/ conflict - usually handle informally (passive-aggres, gossip)
- holidays paid, one personal day/year
- leadership roles appointed rs. open for interested to apply
- value placed on working quickly, being available/open
- openess and relationship-building space for friendships/authenticity

Hierarchy draw & describe

leadership team = ED, assistant director, financial director, supervisors/TA director

→ some staff input, leadership makes decisions

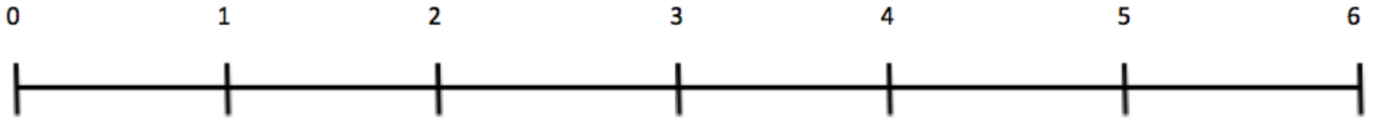
Who is Missing? staff demographics

little diversity in:

- languages
- race
- religion
- disability

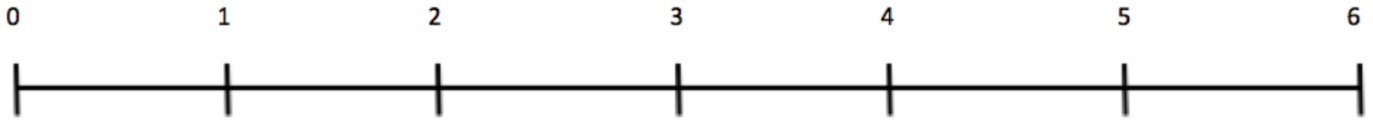
Exclusive vs. Inclusive Norms Scales

Exclusive vs. Inclusive Organizational Norms 1



Individualism & Competition
Single charismatic leaders; Working in isolation from each other; Taking unearned credit.

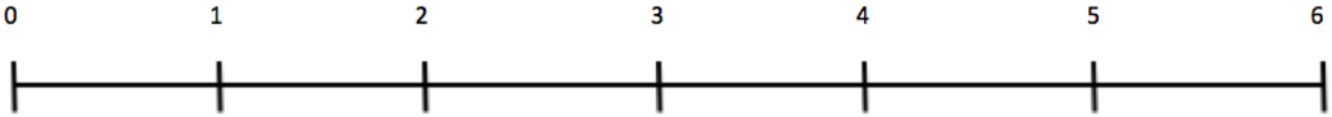
Collaboration & Collectivism
Working together; Taking time to build trusting relationships; Focus on "building a bigger pie" vs. fighting over a slice; Mutual support and promotion of each other's ideas.



Paternalism and Power-Hoarding
No consultation or transparency in decision-making; Holding on to resources, scarcity mindset; Official title outweighs experience; Ideas are valued based on rank.

Partnership and Power-Sharing
Decision-making is clear and affected parties are consulted; Ideas from others are requested and space is made for them to be heard; Budgets are made available for viewing

Exclusive vs. Inclusive Organizational Norms 2

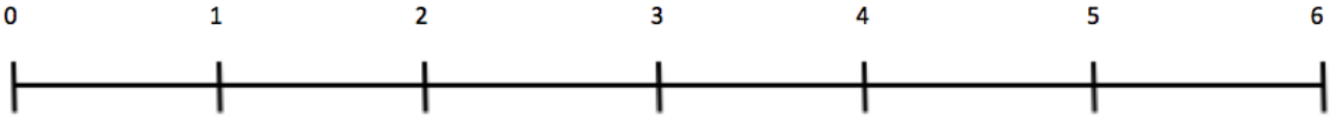


Fear of Conflict and Defensiveness

Politeness valued over honesty; Those who bring up discomfort for others are scapegoated; Feedback is not given in a timely manner; Focus on protecting power and comfort instead of addressing issues.

Growth and Vulnerability

Peers continuously learn from each other; Feedback is given & received objectively; Managers are skilled at providing timely, supportive feedback in culturally and individually responsive ways; Clear structure in place to hear and address grievances.



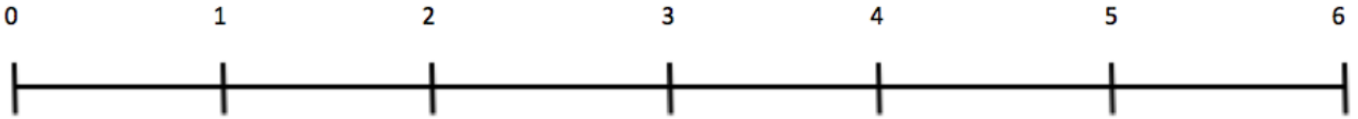
Urgency and Over-Working

There is a continual sense of urgency for deliverables, but not for community building or capacity building; Strong focus on quantity; Less focus put on the cost of growth on people and relationships;

Sustainability and Self-Care

Space given to address what is important that comes up in the moment; Realistic timeframes are set; Cost/benefit analysis includes all costs; Focus on sustainability and quality; Actively encouraging a culture of self-care; Support of time boundaries, considerate of parental needs, personal health issues; Work plans enable space for unpredictable tasks and creative innovation

Exclusive vs. Inclusive Organizational Norms 3



Perfectionism

Mistakes are seen as personal and reflect badly on the individual; Little time for learning; As new hires learn their job it is subtly or directly communicated that they must "prove themselves," setting them up to hide mistakes or face discipline.

Appreciation and Support

Mistakes are valued as opportunities for learning; People verbally show their appreciation for one another; As new hires learn their job they are given the freedom to make mistakes and learn from them.

Addressing Unhealthy Norms

Examples

Urgency and Overworking

Paternalism and Power-Hoarding

Equity & Inclusion

How do you recruit and include new people who may evolve your culture?

In order to:

- Include more perspectives on the team
- Add more skills, styles, and approaches to the work
- Reach more people with services

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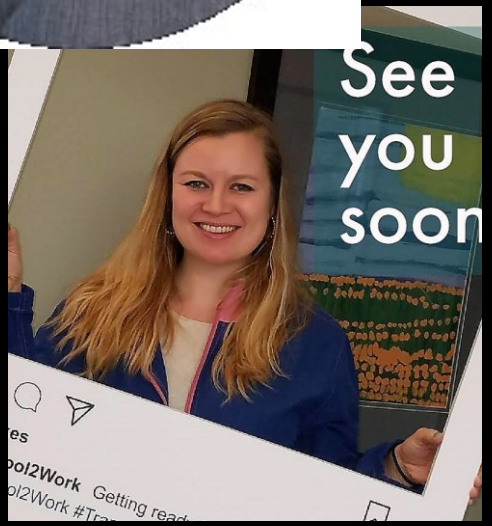

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- All webinars in this eight-part series will be archived with recording (video & audio), presentation, and transcript - please share.
- Archives: Advancing Equal Employment Opportunities and Creating Inclusive Workplaces

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UPCOMING WEBINARS

Parts 7 & 8: Save the Dates!

- **Part 7: Sharing Your Story with Confidence in the Workplace**
  January 21, 2020
- **Part 8: Large Employer Initiatives and Public Sector Employment**
  February 25, 2020

- Register for Webinar Series: Advancing Equal Employment Opportunities and Creating Inclusive Workplaces
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