



JOINTPIVOT

THE VALUE OF CREATING CULTURE AND USING IT TO BUILD SUCCESS

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WHO MAKES JOINTPIVOT WORK

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President & Co-founder



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About JointPivot



Partnering with business leaders to dig down to the root cause of their issues, solving problems and creating opportunity right at the pivot point.

Using our training and experience we deliver creative plans and solutions, utilizing our talent or training yours.

What We Do

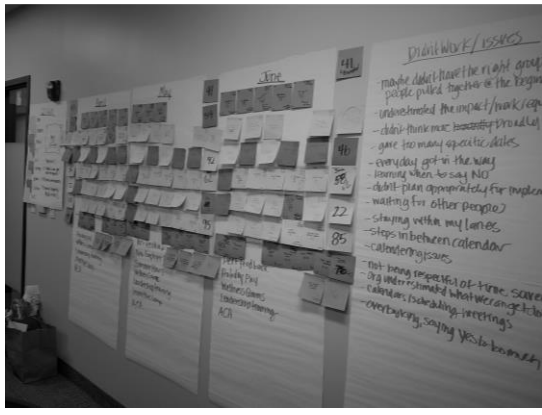
Doing

- Strategic Planning Sessions
- Continuous Improvement Projects
- Full Service Project Management
- Change Management Planning
- Individual and Executive Coaching
- Employee and Leader Development



Speaking

- Keynote Presentations
- Workshops
- Conference Sessions
- Employee and Customer Events
- Professional Meet Ups



Teaching

- Customized Curriculum Development
- Onsite or Online Training Options
- Lean and Six Sigma Programs
- Project Management
- Employee and Leader Development
- Change Management at all Levels



Before We Begin Respect For Everyone

Uncomfortable

Share

Learn

Listen

Goals for Today



Improved/Refreshed understanding workplace culture. What the good, bad and ugly look and feel like.



Takeaway exercise – What values, principles, competencies and behaviors mean to my company



Specifics on how you, as a leader, can immediately impact your culture



Homework – How to take initial steps to apply to your company

3 Part Series

Goal: Well rounded understanding and application

#1 The Value of Creating Culture in Your Company and Using It to Build Success



#2 Leadership is Exhausting: How to Overcome the Hurdle and Enjoy It



#3 Using Your Culture to Hire, Onboard, Lead and Offboard

Why We Care About Culture

Your company's culture can positively or negatively impact the following:



OUTPUT



PROFIT



RECRUITMENT



RETENTION



PERFORMANCE



OUTSIDE
PERCEPTIONS



MOTIVATION

So Really, Why Should We Care?

**Motivate my
team to care as
much as I do**

**Influence
outcomes**

**Predictable
results**

Culture: How do you feel about yours?

Poll #1

**It's great, I wouldn't
change a thing**

It could use some tweaks

**It's not awful, but needs
improvement**

Overhaul required

Our Why

Our Passion

Leadership Responsibility

- All Day, Every Day
- Demonstrate and Live Your Values
- Reinforce What You Expect
- Re-Align Where Necessary
- 360° Awareness, 24/7
- Constant Pulse on Employees Attitudes & Behaviors
- Fortify The Why
- Connect The Dots
- Re-communicate
- Tell Stories
- Patience

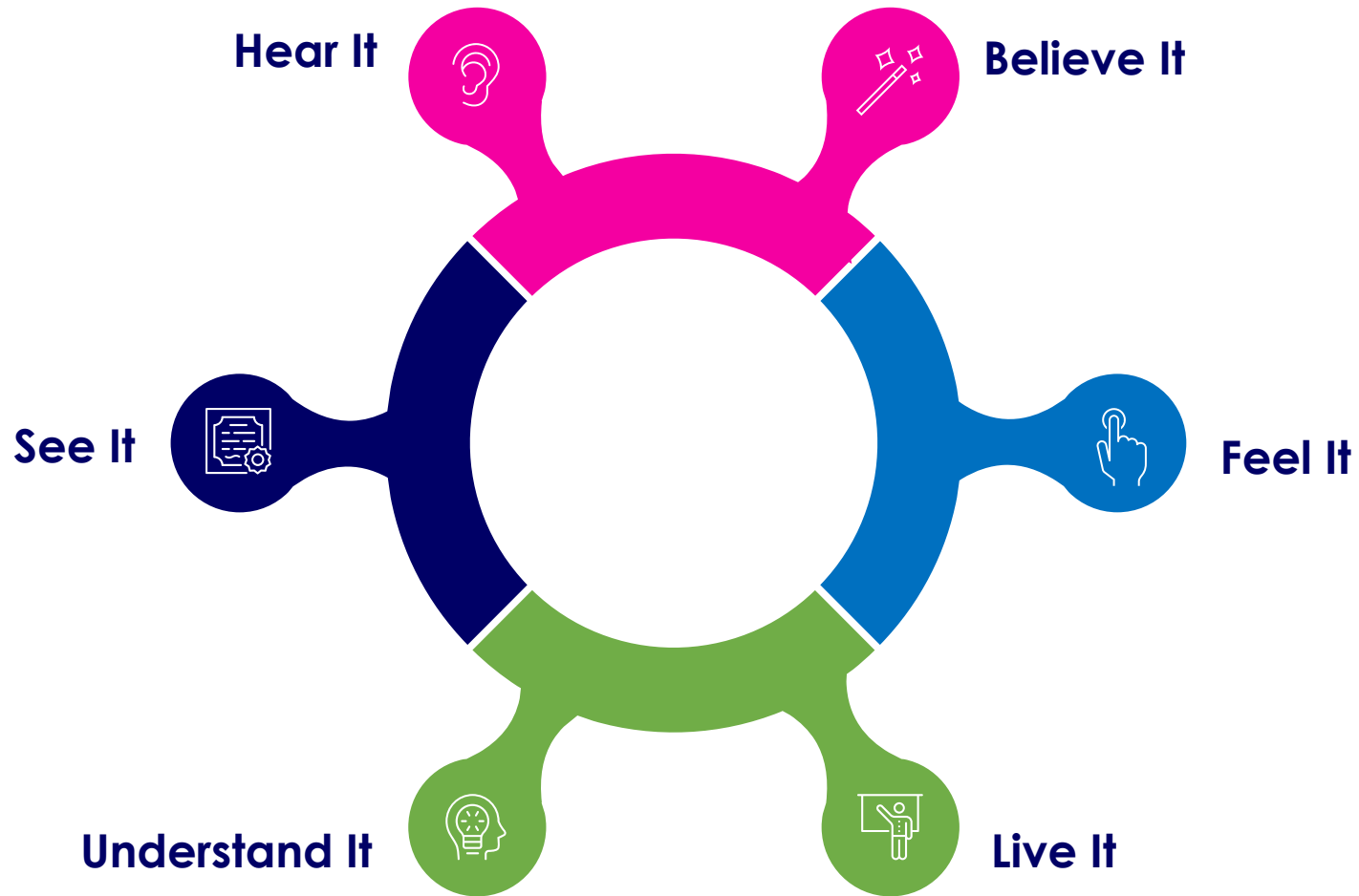


Set the Vision



Create the Tone

Voice Of The Customer: **Employee**



Definitions

Vision Statement: Succinct statement or sentence that describes what the company wants a community, or the world to achieve, as a results of their business.

Mission: Action oriented vision statement, often including a description of the business, the service or product and objectives.

Values: Used to define who you are and what you believe in. Helps shape your company culture, create purpose, improve togetherness, and create commitment in the business

Principles: a fundamental truth or proposition that serves as the foundation for a system of belief and remains constant regardless of the situation. Extension of your values, and what they mean to your company.

Purpose: Inspiration to express the organizations impact on the lives of the customer.

Supportive Survey Results

Imperative Survey Found¹:

Survey of LinkedIn members found **73% of purpose-oriented members are satisfied** in their jobs, compared to 64% who are not purpose-oriented.

58% of companies with a clearly articulated and understood purpose experienced growth of +10%, compared to just 42% of companies that don't prioritize purpose.

Culture

Simplest Definition

noun | cul ture | \ 'kəl-çər

The set of shared attitudes, values, goals, and practices that characterizes an institution or organization.

More Definitions

- Company culture refers to the **personality of a company**. It defines the environment in which employees work. Company culture includes a variety of elements, including work environment, company mission, value, ethics, expectations, and goals' values, visions, working style, beliefs and habits².
- In other words culture can be defined as an evolving set of collective beliefs, values and attitudes. Culture is a key component in business and has an **impact on the strategic direction of business**. Culture **influences management, decisions and all business functions from accounting to production**³.
- Business culture is related **to behavior, ethics, etiquette and more**. A business culture will encompass an organization³.
- Culture expresses goals through values and beliefs and **guides activity through shared assumptions and group norms**⁴.

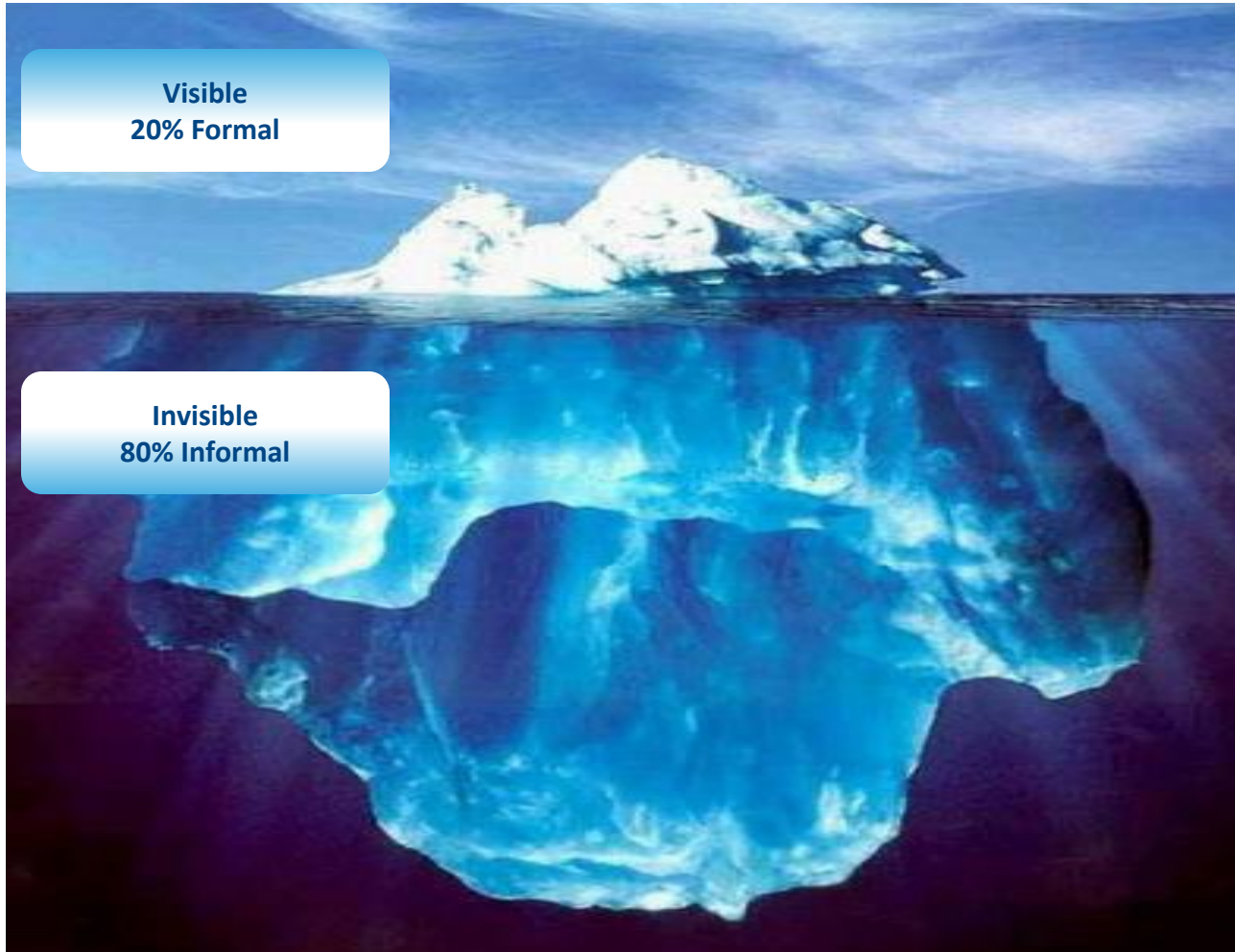
Quick Brainstorm

What does culture mean to you?

Add descriptive words to the chat to share your thoughts

Please add as many as you wish

Layers of Culture



Artifacts

Things that can be touched
*Policies, Statements, Org Charts,
Rules/Regulations, Etc.*

Norms and Behaviors

How we act and behave
*Ex: Fact Based Decisions, Trust & Respect,
Teamwork, Accountability, Career
Development*

Values and Principles

The underlying beliefs and assumptions that drive the culture to be what it is

What Defines Culture

What leaders pay attention to, measure and control on a regular basis

How leaders react to critical incidents and organizational crises

How leaders allocate resources

Deliberate role modeling, teaching and coaching

How leaders allocate rewards and status

How leaders recruit, select, promote, and communicate

What Supports Culture



Organizational design and structure



Organizational systems and procedures



Rites and rituals of the organization



Design of physical space, facades, and buildings



Stories about important events and people



Formal statements of organizational philosophy, creeds, and charters

What Kills Culture

Words, looks,
posture,
movement

Rules without
purpose

Butts in seat

8-5 – not later,
not earlier

Ask permission

Lack of
commitment

Passive
aggressiveness

Hypocrisy

Fear of tough
conversations

Inconsistent
Value
Demonstration

Lack of
inclusion

Big Egos

Lack of
transparency

Lack of
Recognition

Gossip

Run when
uncomfortable

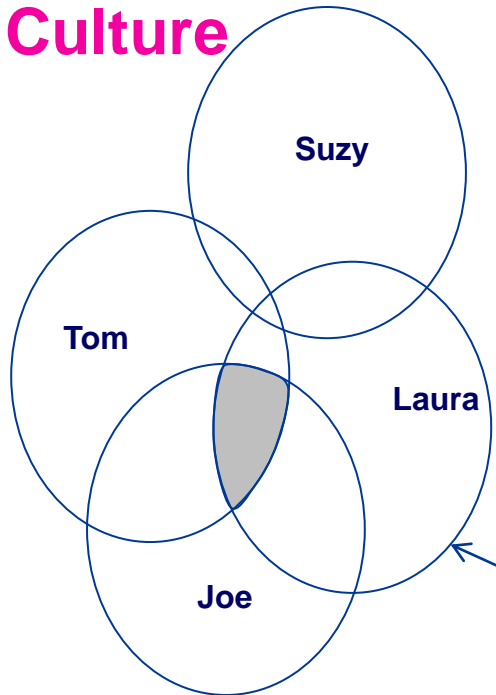
Territorialness

Laziness

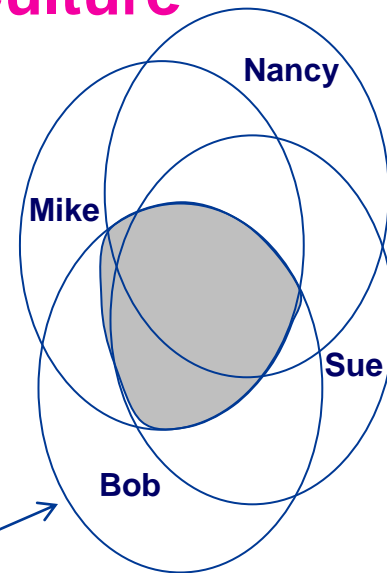
Decision
Bottlenecks

Culture & Alignment

**Weak
Organization
Culture**



**Strong
Organization
Culture**



***Shared beliefs, values & assumptions about
work and the organization***

Alignment – Why?



Sense of **purpose** and common values **motivate** them to work **constructively and consistently** towards organizational objectives.



Gives your people ability to demonstrate **personal responsibility, leadership initiative**, and sound **independent judgement** on their work.

Values

Your **company values are the beliefs, philosophies, and principles that drive your business.** They impact the employee experience you deliver as well as the relationship you develop with your customers, partners, and shareholders.

**Differentiate
your business
from the
competition**

**Required for
business
decisions**

**Demonstrate
to build trust**

**Used to
inspire and
motivate**

The Value in Values

Help with consistent decision making

- Align to company goals and vision
- Provide moral direction

Improve Employee Communication

- Ensure consistent, meaningful and clear communication

Direct Impact on Employee Motivation and Engagement

- Improved understanding helps motivate the team to work harder to demonstrate and achieve them
- They know what is expected of them

Customer and Clients Understand What Your Company Stands For

- Improve alignment and create relationships
- Competitive advantage

Attract and Retain Top Talent

- Useful in entire employee lifecycle

Consistent Communication, Rewards and Recognition

- Common values and beliefs support messaging and motivation

Principles

Help clarify company values and objectives in relation to working towards your company mission, purpose and strategy



Extension of values



Describe the How



Operational Activity



Tag line or Saying

Behaviors and Expectations

Adding more description to ensure understanding and support predictive results.



Clear
Expectations



Removes
Ambiguity



Adjusts Past
Experience



Tie into
everyday
activity



Used for
motivation
and
recognition

What Does It Feel Like?



Leaders who serve, develop, practice, learn, listen

Accountability

Challenging Goals

Learning Centered

Trust and Respect

Workplace Involvement

Diversity

Has anyone had the feeling of flowing down the river in the same direction?

Poll #2

Yes

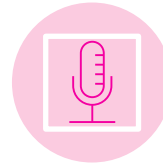
Kind of

No

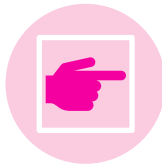
What Does Bad Feel Like?



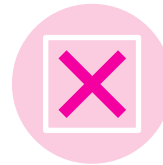
Suspicion of hidden agendas



Lip service



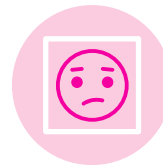
Defensiveness



Yes People



Confusion



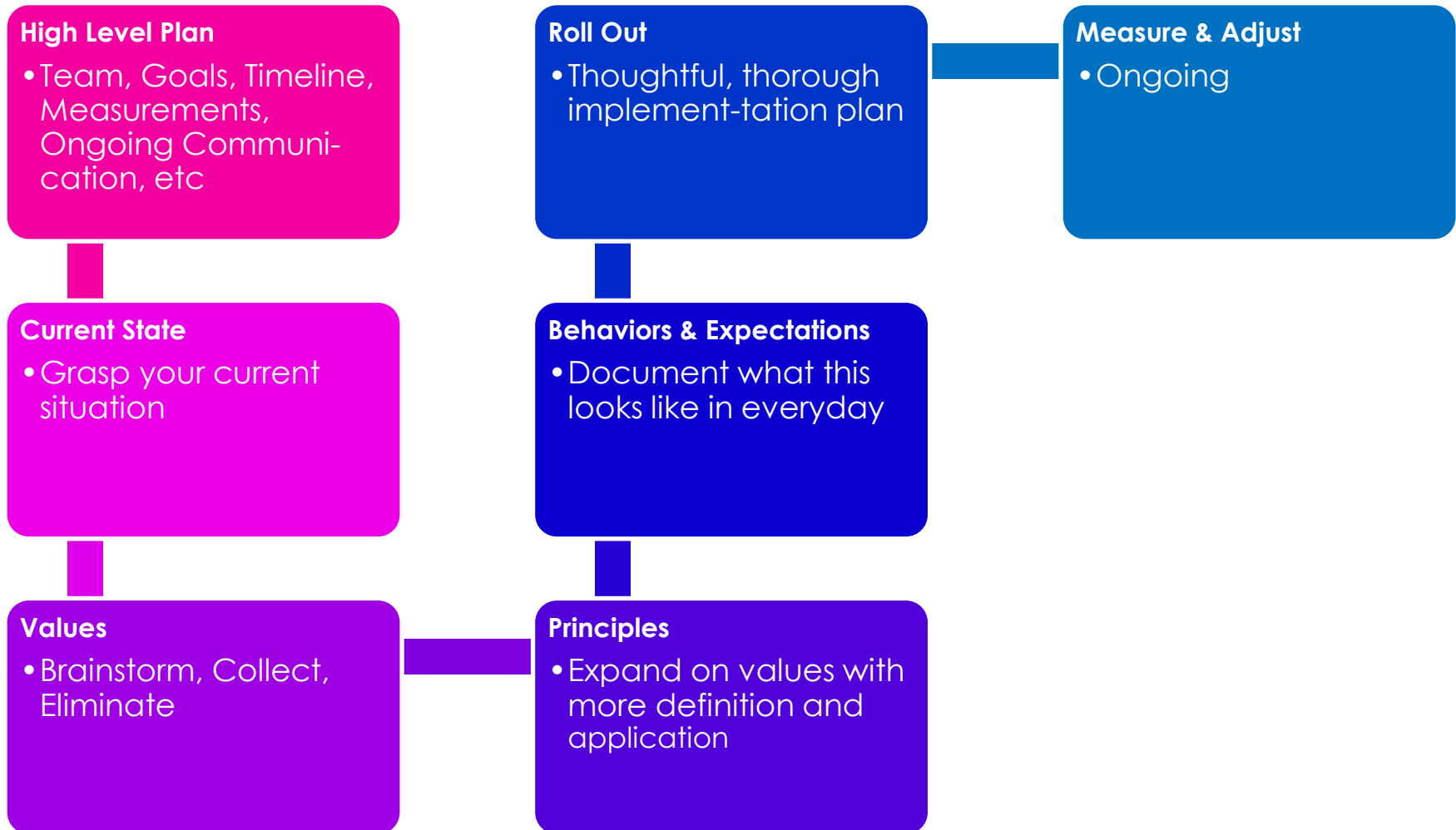
Frustration

Tying It All Together



Creating The Roadmap

Visualize & Communicate The Journey



What's Your Current State? Part I



Do you have any of the following?

Mission
Values
Principles
Expectations



If you surveyed people.....

Would they know what they are?
How to use them?
Why they were established?
Examples of how they are demonstrated?

What's Your Current State? Part II

How do you measure something you can't touch?

Observations

- Body Language
- Attentiveness
- Grumbling
- Collaboration

Questions

- Values and Expectations and Examples
- Overall company activity

Company KPI's

- What's Hitting/What's Missing/Why
- Performance Reviews & Touchpoints

Survey

- Pulse
- Formal

Is anyone worried of what they might find if they did a current state survey?

Poll #3

Yes

Kind of

No

Creating Predicable Results

Purpose: _____

Vision: _____

Mission: _____

Value	Supporting Statements	Leader Expectations (What to Do)	On-The-Job Behaviors (What this looks like)

Principle #1 _____

Principle #2 _____

Principle #3 _____

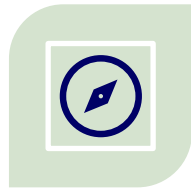
Principle #4 _____

Principle #5 _____

Values



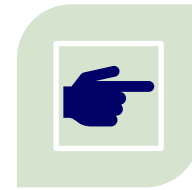
Personal
values and
why



Survey



Observe



Select, see
what sticks



Work
backwards –
ID behaviors
you admire

Common Company Values

Safety	Accountability	Integrity	Passion	Fun
Trust	Honesty	Respect	Teamwork	Accountability
Collaboration	Diversity	Quality	Innovative	Learning
Courage	Commitment	Excellence	Continuous Improvement	Customer First

Behaviors & Expectations



What do the values look like when they are employed by your team?



What does good look like?



What statement applies to everyday, every function?



How do I describe our values to customers, new hires, friends and family?



How to connect actions company vision and results?

Example

Value	Supporting Statements	Leader Expectations (What to Do)	On-The-Job Behaviors (What this looks like)
Safety	We take care of ourselves and each other, so everyone returns home daily	<ul style="list-style-type: none"> ·Invest in Safety ·Promote 'No Short Cuts' ·Speak to it daily ·Demonstrate it 	<ul style="list-style-type: none"> ·Identify & immediately remedy safety issues ·Call out individuals around me ·Demonstrate safety in workplace & home
Courage	<ul style="list-style-type: none"> ·Act in spite of fear ·Find your voice to speak up ·Embrace the unknown Go all in 	<ul style="list-style-type: none"> ·Empower teams to take risks ·Use your voice to speak up and admit the unknown or fault 	<ul style="list-style-type: none"> ·Does the right thing, even when it's lonely ·Owns activity when not the subject matter ·Speaks up, shares ideas & opinions ·Owns faults, communicates, improves

Principles

Specific to your company

Expand on your values, align to vision or mission

- “There’s always more information out there.” Google
- “We are a company of owners. Owners take results personally.” Anheuser-Busch”
- “We must do what is best for students.” Teays Valley Schools

Simple concept

- Problem Solving, Standardized Work, Quality Processes – Conway Freight
- Commercial Excellence, Cash & Capital Discipline, Talent – Amcor Rigid Plastics

Thoughtful, Thorough Rollout

Voice of the Employee



Leading / Motivating

Your Role As A Leader:



Live and breathe your values



Ongoing connect the dots



Tie values and expectations to something, everyday



Recognize, recognize, recognize



Don't assume people know

We get the behaviors and attitudes we tolerate.

Measure & Adjust



Monitor activity per original plan



Ongoing pulse surveys



Discussions



Team feedback



Restrained changes

What's in it for Me?



Strong team



Focused employees



Solid foundation supports faster growth and onboarding



Improved dedication, excitement and productivity



Magnet for talent



Values and principles say you care, demonstrating shows you care

In Summary

What and Why

Create your
journey

Hand Outs

Use them where applicable

Brainstorm

Modify them to work for you

Ask yourselves
the questions –
where can I
improve

Unsure what to
do next?

Assess current state

Join us in July 28th

What's Next – Motivational Leadership

July 28th, 9am EST

- **What you'll leave with:**

- How to use your culture, values and expectations in your role of leadership
- Using behaviors and positive and negative consequences to coach and motivate
- Tips and techniques on overcoming the exhaustion of leadership to ensure it can also be rewarding

Like What You Experienced?

Want more?



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