

ENGAGING WORK CULTURE

Thrive Through Change

UMFS is an unwavering champion for high-risk **CHILDREN** and **FAMILIES**, collaborating with communities to help them reach their full potential.



OBJECTIVES

- Gain a better understanding of work culture
- Explore different ways to engage work culture
- Examine different strategies to move work culture through change

UNDERSTANDING WORK CULTURE

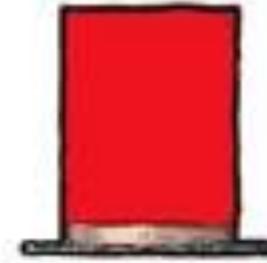




Known or needed
information



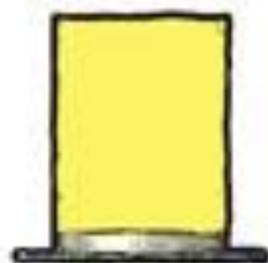
Why it won't
work



Feelings, hunches,
intuition



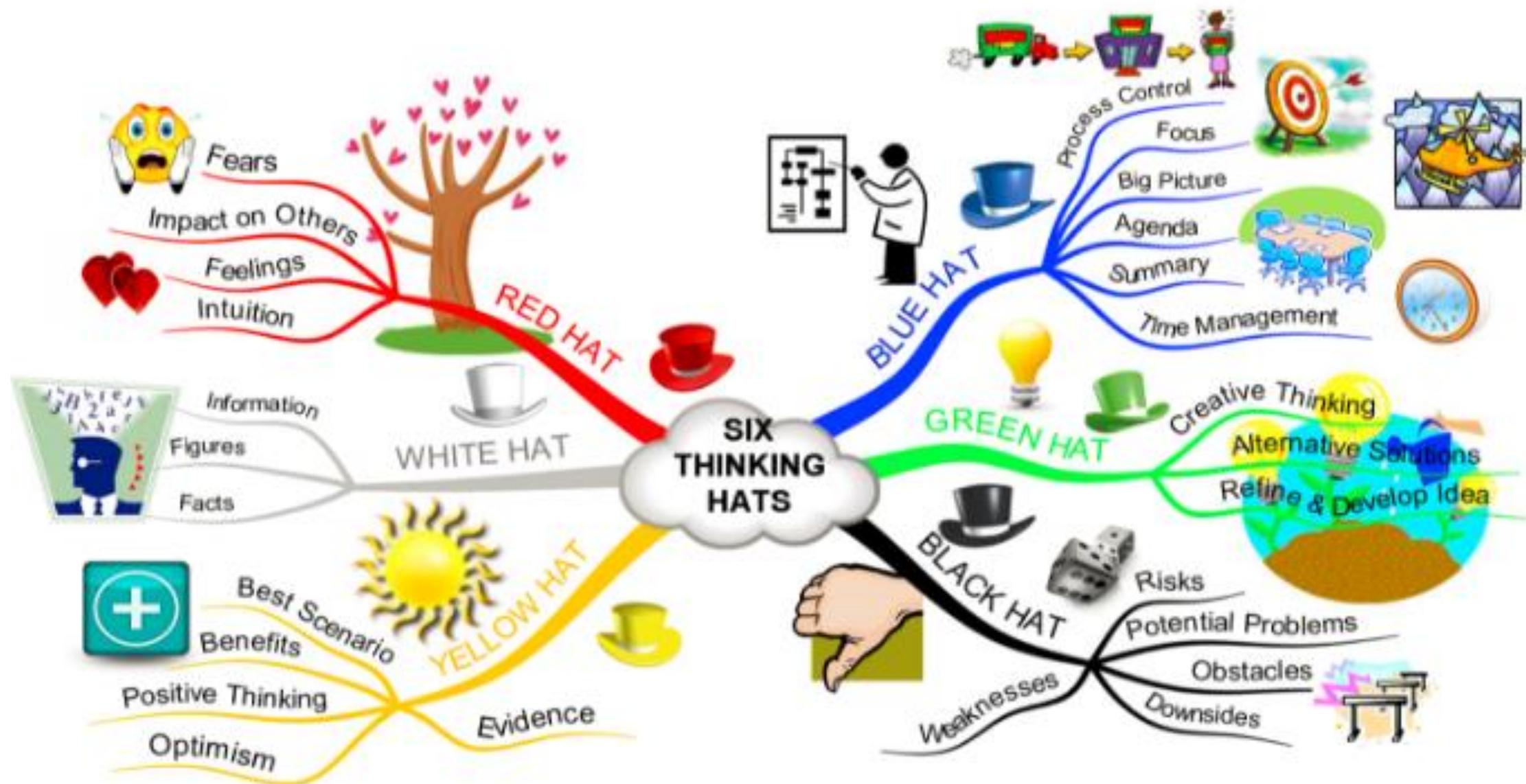
Possibilities,
alternatives, new
ideas

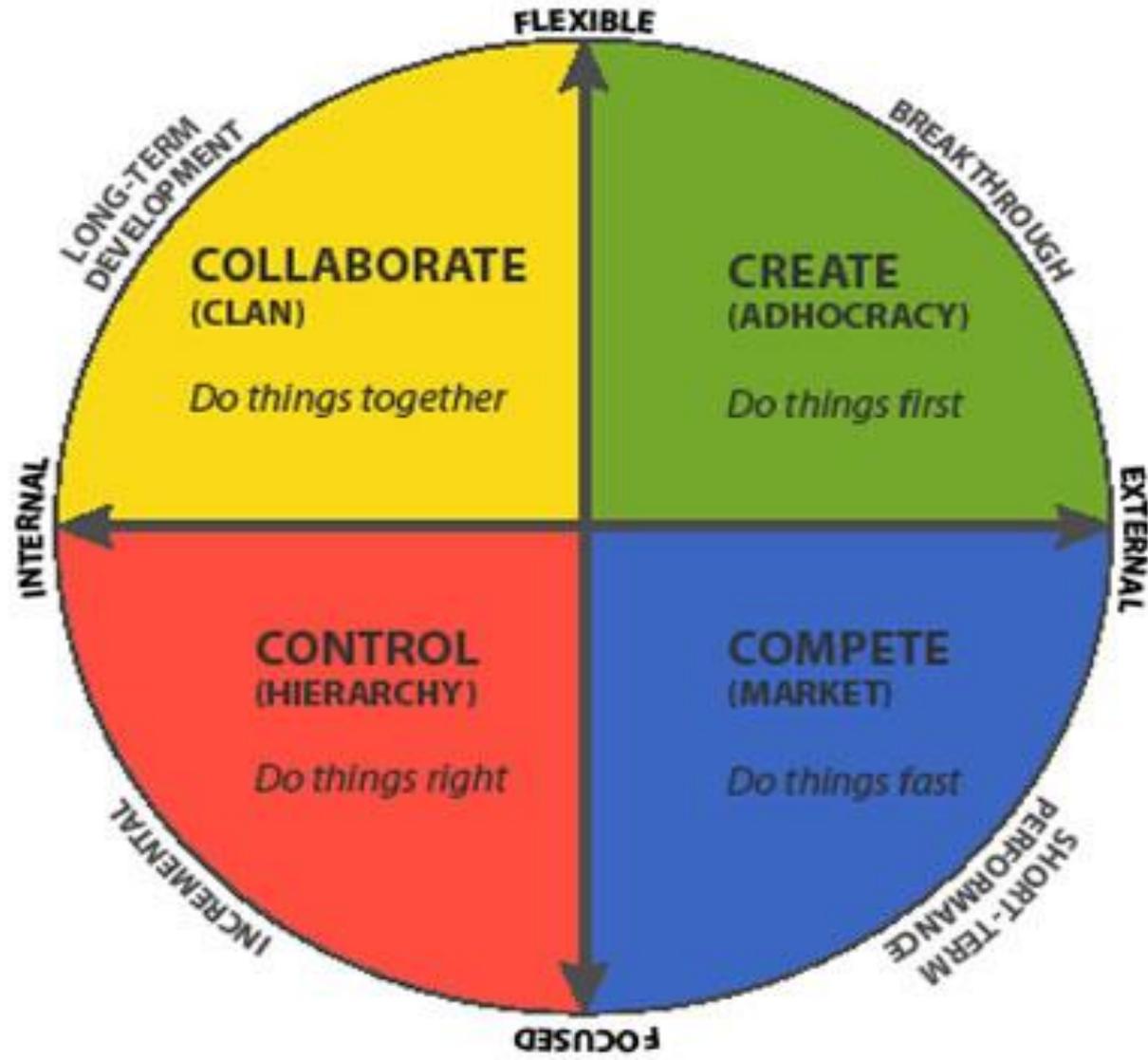


Values and
benefits



Process
management





REFLECTION

- What role do you tend to play with Thinking Hats?
- Which hat do you need to strengthen?
- In which quadrants would you place your current team (competing values)?
- Does your team need to focus on a different quadrant?

STAGES OF A TEAM

FORMING STAGE

Task: Develop a positive work environment

- Become oriented
- Develop commitment
- Need some direction
- Roles and responsibilities are unclear
- Want to be accepted and included

Facilitators need to:

- Clarify roles and expectations
- Set climate
- Provide structure
- Help with group building
- Answer questions to help with orientation

STORMING STAGE

Task: Deal with issues of power and control

- Consolidate influence
- Confront dependency on leader
- Manage conflict among group members
- Work level may be low

Facilitators need to:

- Use coaching skills
- Help to surface issues and legitimize concerns
- Encourage good communication
- Help to manage conflict
- Invite input and feedback
- Share control
- Expect and accept tension

NORMING STAGE

Task: Manage conflict and establish ground rules

- Establish group agreements
- Roles and responsibilities are clear and accepted; leader is respected
- Big decisions are made by group agreement; smaller decisions may be delegated to individuals or mini-teams
- Social activities and fun

Facilitators need to:

- Continue to help the team develop their working style
- Share some leadership with the team
- Leader is mainly a facilitator and enabler; is available for one-to-one consultation or coaching
- Smooth the way between the team and the other parts of the organization

PERFORMING STAGE

Task: Function effectively as a team

- Work is productive and aimed at shared goals
- Shared vision helps team to function on its own
- Communication is open
- Trust and respect is high
- Members look after each other
- Problem solving, decision making, and conflict are dealt with in an effective and straightforward way

Facilitators need to:

- Collaborate
- Delegate tasks and get out of the way

TEAM ASSESSMENTS

- ***Five Dysfunctions of a Team*** by Patrick Lencioni
- ***Diagnosing and Changing Organizational Culture*** by Cameron and Quinn
- ***Tuckman Team Maturity Questionnaire***
(Stages of team)
- ***The Secret of Teams*** by Mark Miller

ENGAGING WORK CULTURE

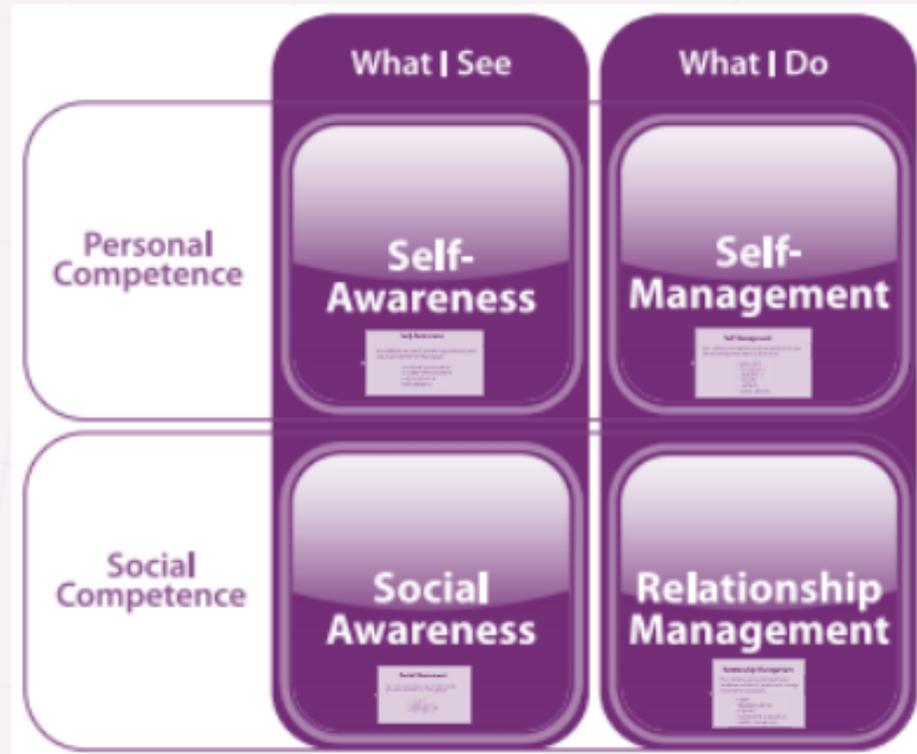


Let's set aside time
for trashing coworkers.



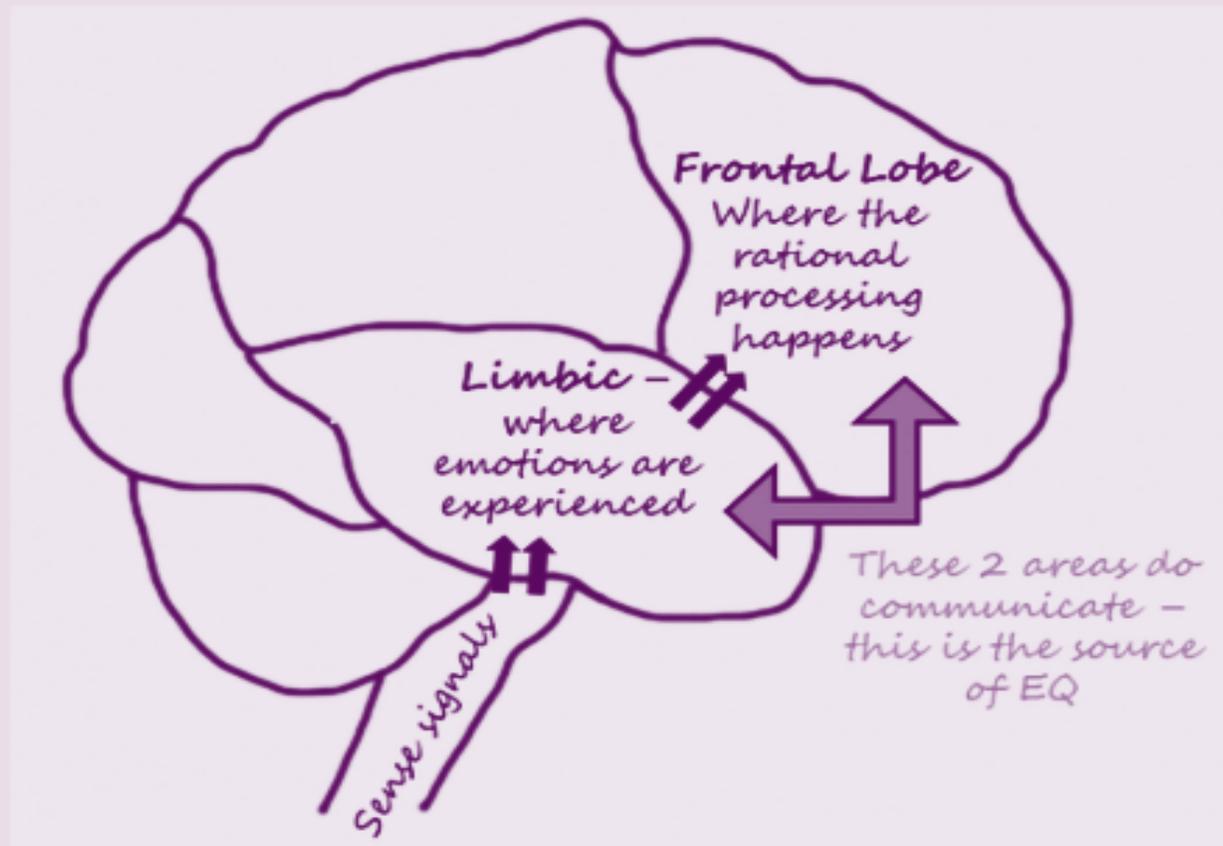
"Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships" - Dr. Travis Bradberry, EI 2.0

The EQ Quadrants



Neuro"Plasticity"

An increase in brain traffic strengthens the connection between the rational and emotional centers of the brain. Practicing emotional regulation increases EQ!

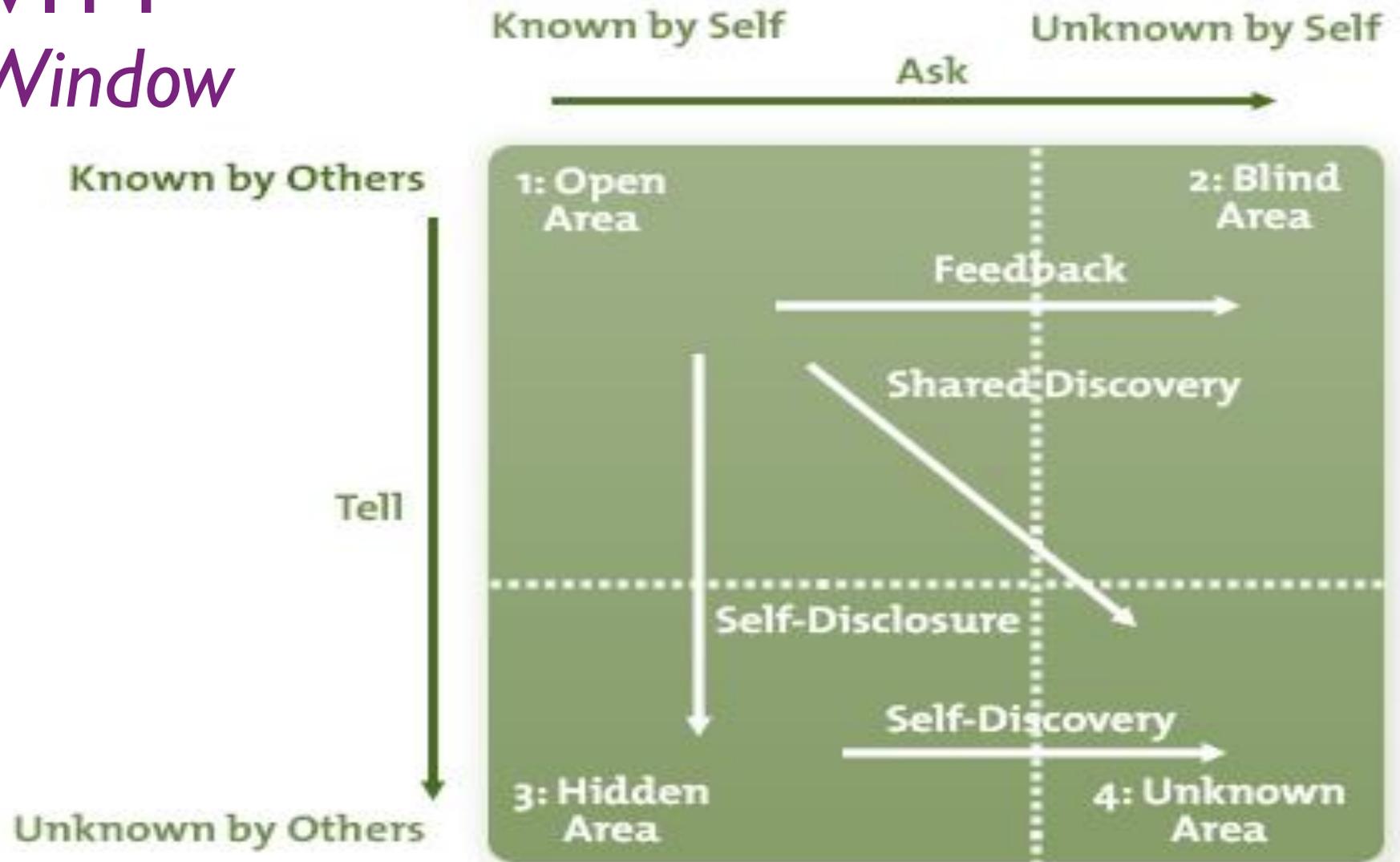


And the research says...

- Our emotions automatically shift into the register of the person we're with...but often we don't notice this process as it's happening.
- The one who is the most emotionally expressive transmits the mood to the other two-without speaking a word.
- Studies show two people's bodies operate at different rhythms but after 15 minutes physiological profiles look similar - mirroring (think of pleasant people and how you might feel or look around them)
- People in groups at work "catch" feelings from one another. The more cohesive the group, the stronger sharing of moods, emotions, hot bottons.

ACTIVITY

Johari Window



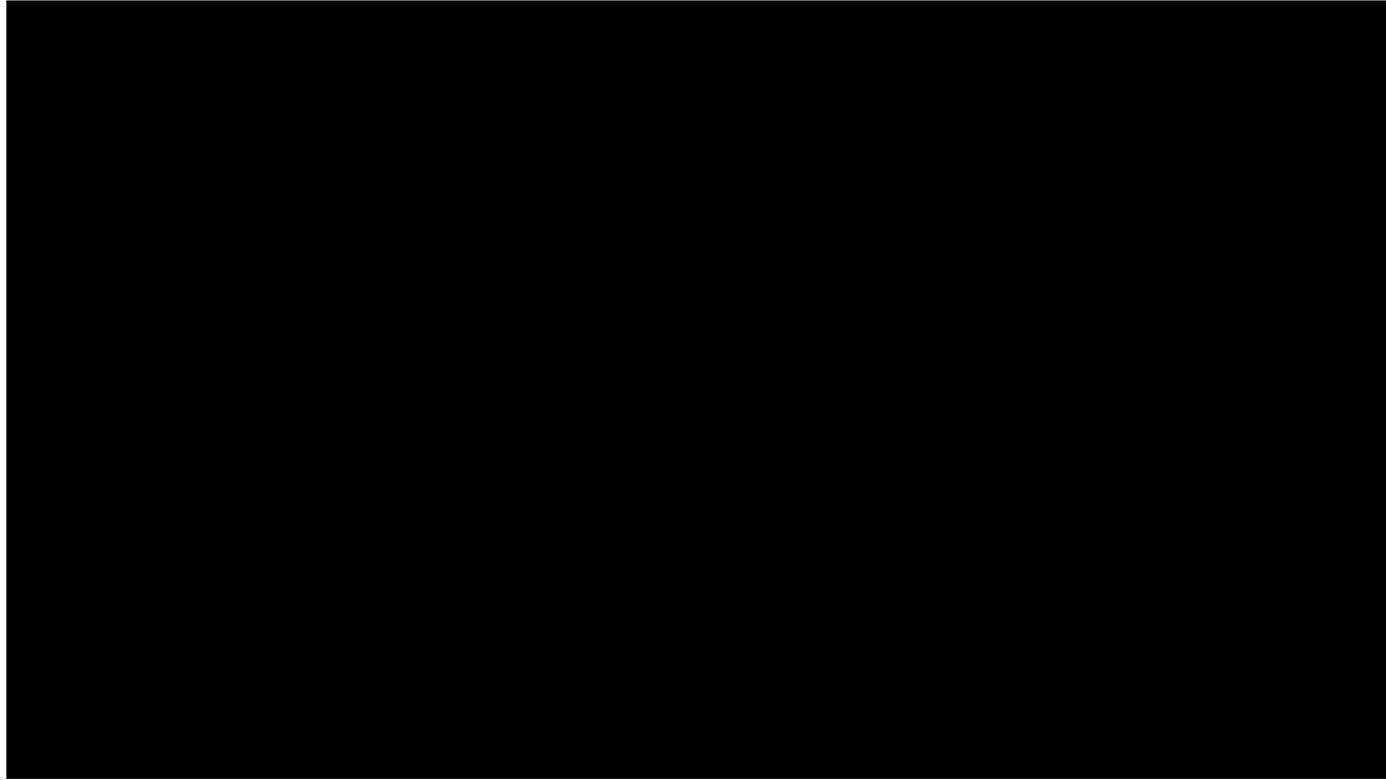
OTHER STRATEGIES

- Net Promoter Score
 - Teaching
- Feedback forums
- **Switch** by Chip and Dan Heath
 - *Direct the Rider-Find the bright spots*
 - *Motivate the Elephant-Build your shrine*

THRIVING THROUGH CHANGE



FLEA EXPERIMENT



Change Requires Leadership *and* Management

MANAGEMENT

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

LEADERSHIP

- Establishing direction
- Aligning people
- Motivating and inspiring

PRODUCES



The larger the change, the more leadership is required.

Kotter's 8 Steps



STEP 1

ESTABLISH OUR SENSE OF URGENCY

Heart *and* Head

See → **Feel** → **Change**

is more effective than

Analyze → **Think** → **Change**

COMMUNICATE OUR VISION FOR BUY-IN

- State our vision constantly, everywhere
- Project updates
- Financial updates
- All-staff meetings
- Intranet
- Trainings
- One-on-one conversations
- It all adds up

CHANGE GRID

Stakeholders

Against

Neutral

Proponent

	→
	→
	→
	→

**“You must do the thing you
think you cannot do.”**

-Eleanor Roosevelt

QUESTIONS?

ERICA MANN

emann@umfs.org