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Cultivating a Culture of Excellence: Building Leaders and Empowering Employees

Three perspectives on culture, building great leaders and inspiring excellence

- Section 1: Cultivating and protecting a Culture of Excellence (COE)
Gary Jacobs – Executive Director, Parkshore
- Section 2: Leadership development and the employee experience
Anthony Milionta – HR Director, Parkshore
- Section 3: Infusing COE across the organization and employee lifecycle
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Culture of Excellence

Section 1 – Cultivating and Protecting a Culture of Excellence

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Topics

- Introduction to Culture of Excellence
 - Importance and impact of culture
- Defining Culture of Excellence
 - Characteristics of high-performing cultures
- Cultivating a Culture of Excellence
 - Leadership's role in culture and engagement
 - Clearly communicate and demonstrate values
 - Aligning values and behaviors with the mission
- Protecting a Culture of Excellence
 - Identifying and addressing threats
 - Identifying and addressing cultivators



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“Every Company Has a Culture... Whether it’s the one they want or not is the question.”

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What is Culture?

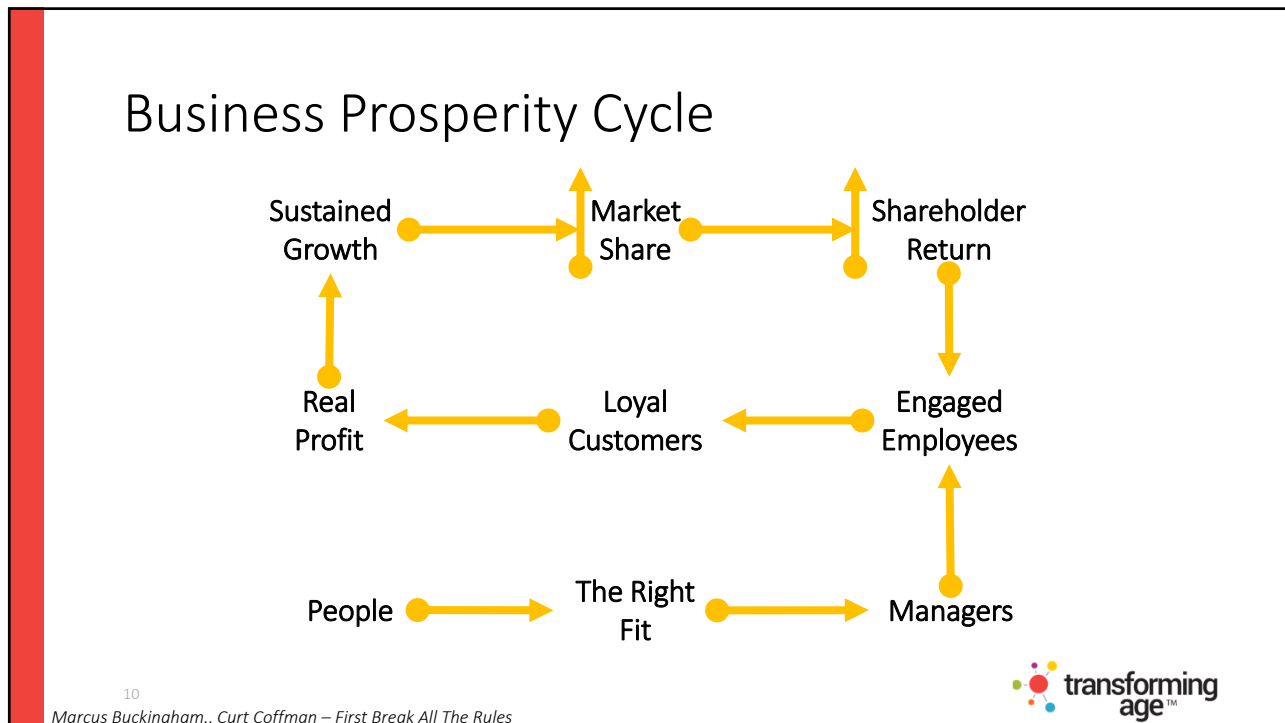
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<p>58% OF EMPLOYEES WOULD STAY AT A LOWER-PAYING JOB IF IT MEANT WORKING FOR A GREAT BOSS.</p>	<p>15% OF JOB SEEKERS TURNED DOWN A JOB OFFER BECAUSE OF THE COMPANY'S CULTURE.</p>	<p>EMPLOYEES WHO DON'T LIKE THEIR ORGANIZATION'S CULTURE ARE 24% MORE LIKELY TO QUIT.</p>
<p>ONE-THIRD OF JOB SEEKERS REPORT BEING WILLING TO TAKE A 10% PAY CUT FOR A JOB THEY ARE PASSIONATE ABOUT.</p>	<p>50% OF MARRIED JOB SEEKERS EVALUATE COMPANY CULTURE WHEN APPLYING TO A JOB COMPARED TO 41% OF SINGLE CANDIDATES.</p>	<p>46% OF JOB SEEKERS CITE COMPANY CULTURE AS VERY IMPORTANT WHEN CHOOSING TO APPLY TO A COMPANY.</p>
<p>61% OF EMPLOYEES CITE TRUST IN AND WITH SENIOR MANAGEMENT AS IMPORTANT TO THEIR SATISFACTION.</p>	<p>EMPLOYEES ARE 23% MORE LIKELY TO STAY AT A COMPANY IF THEIR MANAGER CLEARLY EXPLAINS THEIR ROLE AND RESPONSIBILITIES.</p>	<p>91% OF MANAGERS IN THE U.S. SAY A CANDIDATE'S ALIGNMENT WITH THE COMPANY CULTURE IS EQUAL TO OR MORE IMPORTANT THAN SKILLS AND EXPERIENCE.</p>
<p>88% OF EMPLOYEES BELIEVE A STRONG COMPANY CULTURE IS KEY TO BUSINESS SUCCESS.</p>	<p>EMPLOYEES WHO RATE THEIR MANAGERS POORLY ARE FOUR TIMES MORE LIKELY TO INTERVIEW FOR OTHER POSITIONS WHEN COMPARED TO THEIR PEERS.</p>	<p>35% OF AMERICAN WORKERS SAY THEY WOULD PASS ON THE PERFECT JOB IF THEY FELT THE COMPANY CULTURE WASN'T A GOOD FIT.</p>
<p>56% OF MILLENNIALS BELIEVE THAT AN EMPLOYEE SHOULD STAY AT THE SAME COMPANY FOR MORE THAN 20 YEARS.</p>	<p>EMPLOYEES ARE 26% MORE LIKELY TO LEAVE THEIR JOBS IF THEY FEEL THERE IS A LACK OF RESPECT BETWEEN COLLEAGUES.</p>	<p>47% OF ACTIVE JOB SEEKERS CITE COMPANY CULTURE AS THEIR DRIVING REASON FOR LOOKING FOR WORK.</p>





Characteristics of High-Performing Cultures



EMPLOYEES WHO DON'T LIKE THEIR ORGANIZATION'S CULTURE ARE 24% MORE LIKELY TO QUIT.

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Defining Culture of Excellence (COE)

What is Culture?

Norms, beliefs, habits, customs, knowledge – the fabric of how we honor ourselves and each other



What is Excellence?

Striving to be the best; quality of excelling; improving and learning over time – bringing it all together



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Changing culture while in an established company – changing while still operating



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Cultivating a Culture of Excellence



- Rowing tug of war; rowing in opposite directions

EMPLOYEES WHO DON'T LIKE THEIR ORGANIZATION'S CULTURE ARE 24% MORE LIKELY TO QUIT.

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Cultivating a Culture of Excellence



- Rowing in the same direction

EMPLOYEES ARE 23% MORE LIKELY TO STAY AT A COMPANY IF THEIR MANAGER CLEARLY EXPLAINS THEIR ROLE AND RESPONSIBILITIES.

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Cultivating Culture of Excellence (COE)

- Our Culture of Excellence was originally developed by team members to identify and establish
 - The standards for the culture we had created and how to protect it
 - The expectations for excellence in all we do to deliver our mission
- As part of that original group at Skyline to create the Culture of Excellence, I can attest to the importance and impact of culture and excellence



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Cultivating a Culture of Excellence

Leadership's role in culture and engagement

- Promote mission and values
- Lead by example
- Everyone is a leader

91% OF MANAGERS IN THE U.S. SAY A CANDIDATE'S ALIGNMENT WITH THE COMPANY CULTURE IS EQUAL TO OR MORE IMPORTANT THAN SKILLS AND EXPERIENCE.

EMPLOYEES WHO RATE THEIR MANAGERS POORLY ARE FOUR TIMES MORE LIKELY TO INTERVIEW FOR OTHER POSITIONS WHEN COMPARED TO THEIR PEERS.

61% OF EMPLOYEES CITE TRUST IN AND WITH SENIOR MANAGEMENT AS IMPORTANT TO THEIR SATISFACTION.



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Our Values

Creating a great experience for our team members or for our residents/clients, we have a chance to live our values. How we greet people, how we care for and uplift people, how we do the right thing – every day.

Integrity

- We act honestly, and we do the right thing.
- We are dedicated and truthful.
- We work hard to earn trust and to demonstrate we are trustworthy.

Teamwork

- We work together and we support each other.
- We value each team member's contribution.
- We lead by example to serve our residents and clients.

Respect

- We honor and accept the value of each person.
- We recognize and appreciate the diversity of our team, our residents and our clients.

Grace

- We show kindness, empathy and compassion to all.
- We celebrate and accept differences in each other.
- We care for our team and those we serve.

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Fun

- We have fun.
- We bring joy to our work, our team and our residents and clients.
- We know a positive attitude contributes to excellence.

Innovation

- We identify opportunities to improve each day.
- We share ideas to improve how we operate.
- We work together to create new solutions.

Accountability

- We take responsibility for our actions.
- We let our supervisor know if we make a mistake so it can be fixed quickly.
- We maintain high standards.

"I've learned that people will forget what you said, people will forget what you did, but people will never forget **how you made them feel.**"

- Maya Angelou



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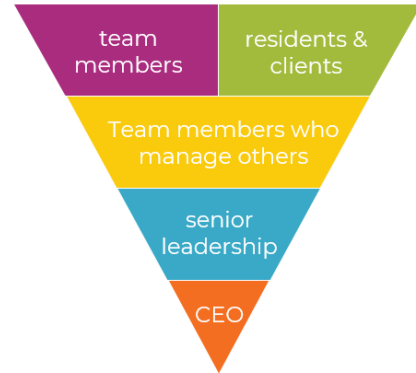


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Cultivating a Culture of Excellence

Aligning values and behaviors with mission

- COE-nect the dots for your team
 - Everyone impacts culture.
 - Everyone delivers on our mission.
 - Everyone contributes to goals.
 - Everyone is part of our success.



88% OF EMPLOYEES BELIEVE A STRONG COMPANY CULTURE IS KEY TO BUSINESS SUCCESS.



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Protecting a Culture of Excellence

Identifying and addressing threats to a culture of excellence



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Protecting a Culture of Excellence



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Protecting a Culture of Excellence



- Identifying and enhancing cultivators of a culture of excellence
- Encouraging open communication and embracing change



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Culture of Excellence

Section 2 – Leadership Development & Employee Experience

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Topics

- The role of managers in employee experience
- Leadership development – the key to organizational capacity (and capability)
- Influencing at scale – winning hearts and minds
- Developing multi-generational leaders



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The Role of Managers in Employee Experience

- The 80% ownership concept
- Help them find their superpower
- The impact of management on
 - Employee satisfaction
 - Employee engagement
 - Individual and team performance
 - Employee retention



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Leadership Development



The effectiveness of your leaders is the key to organizational capacity (and capability)

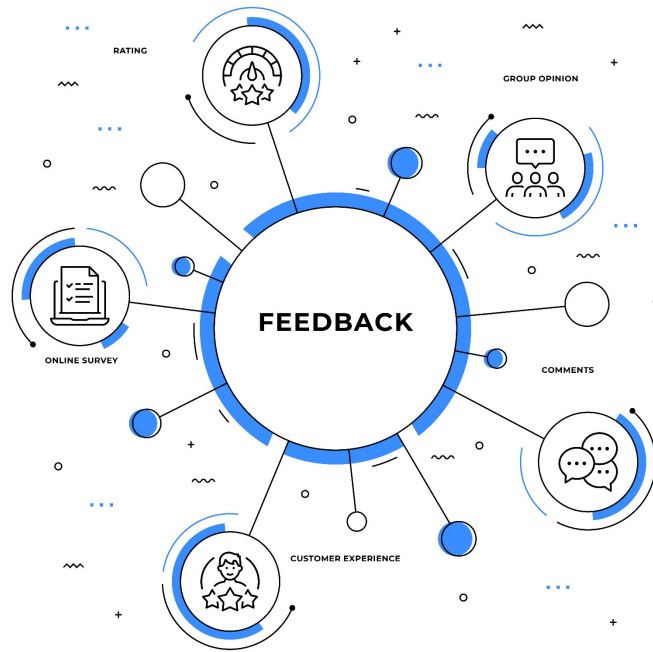
- The importance of investing in leaders and their development
- Developing a pipeline of future leaders



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Influencing at Scale

- The power of authenticity, transparency, and mission orientation
- The role of effective communication in leadership
- Fostering trust and commitment among employees



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Developing multi-generational leaders

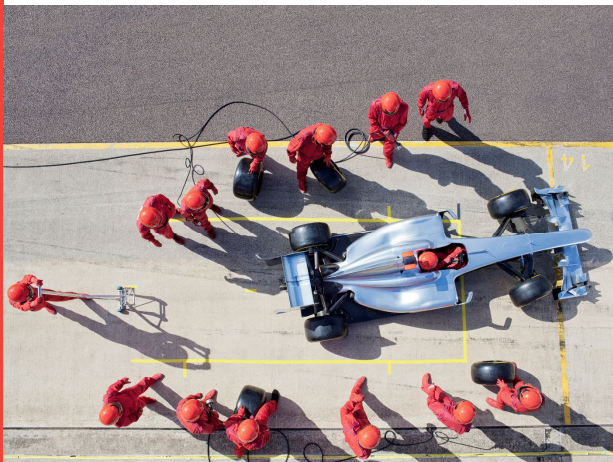


- Addressing the needs and expectations of different generations
- Encouraging cross-generational learning and collaboration
- Leveraging unique strengths and experiences to drive innovation and growth



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Leadership is not a race, there is no finish line – adjust your pace accordingly

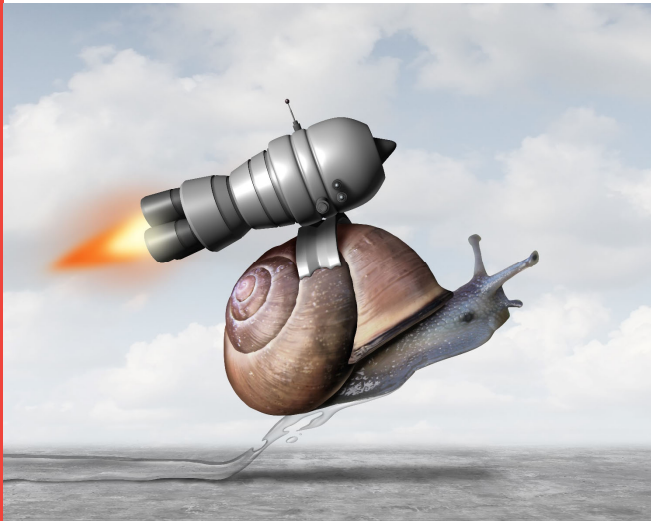


- Leadership is not about the leader, it's about the team
- People are capable of extraordinary things given the opportunity – create opportunity!



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Employee Experience



- Festina Lente!
 - A Latin phrase that translates as "make haste slowly," meaning to act with due diligence, focus, or attention to detail in order to avoid mistakes and finish a task more expeditiously overall.
- Small, daily improvements
- Create feedback loops



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Culture of Excellence

Section 3 – Infusing COE across the organization and employee lifecycle

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Topics

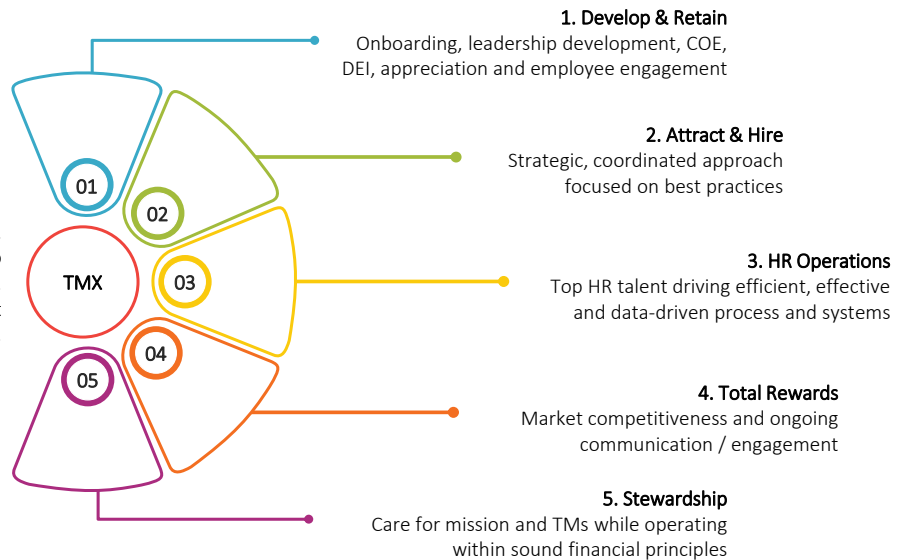
- Getting strategic with the COE
 - Prioritizing a Culture of Excellence
 - Virtuous cycle of excellence
 - COE across the employee lifecycle
 - COE across different lines of business
- Getting tactical with the COE
 - COE materials – Booklet, Values in Action, Forms
 - Meetings, (e.g., People Snapshot)
- Takeaways – what now / next?



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HR Vision & Priorities

HR Vision: to attract, hire, train, develop and retain top talent to deliver our mission with excellence.
TMX: team member experience is at the core of our success.



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Virtuous Cycle of Excellence



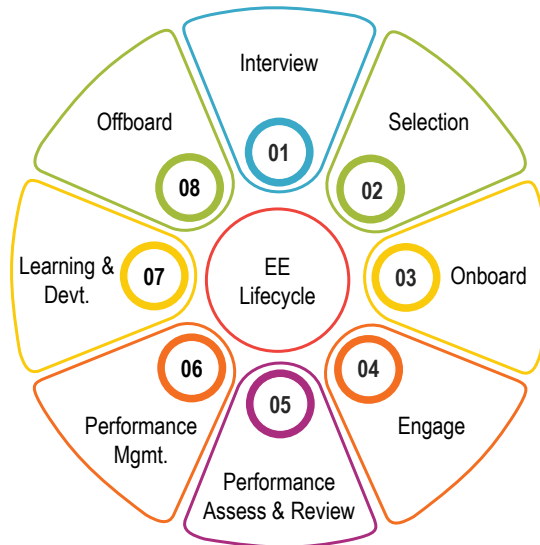
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Happy team members



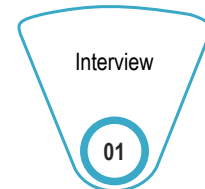
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COE across employee lifecycle



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COE across employee lifecycle



- COE on our web site
- COEnnect the dots to the COE during the interview process
 - What does 'Excellence' mean to you?
 - What kind of work culture is important to you?
 - How do you see you and your role contributing to culture and excellence?
 - Which values in the COE stand out for you?
 - As a leader, how do you inspire... ?
 - As a leader, how do you cultivate... ?



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COE across employee lifecycle

- Evaluate interview results related to COE
- Assess interactions from interviews and site visits
 - First impressions
 - Interactions with team
 - Interactions with residents
- COEnnect the dots to the COE
 - Culture fit
 - Speed to Hire



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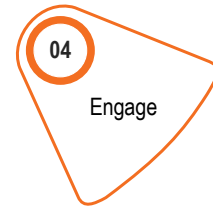
COE across employee lifecycle

- COEnnect the dots to the COE
 - How the COE shows up as a community, department, individual
 - Everyone is a leader
 - Everyone contributes to our mission, goals and values
 - Showing grace toward new hires
 - Prioritizing communication, appreciation, feedback and connection



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COE across employee lifecycle



- Standard approach to culture
 - Consistent meetings
 - NPS feedback loop
 - All ideas welcome
- COEnnect the dots approach
 - Begin meetings with Culture Moment
 - COEnnect Leadership Meeting
 - Values in Action
- COEnnect the dots across multi-generational workforce
- Prioritize **fun** – it's one of our values
- Doing the right thing



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COE across employee lifecycle



- COE-based performance review form
 - Emphasis on continuous feedback
 - Streamlined form
- Performance review categories align with COE

• Values in Action	• Excellent Leadership
• Strategic Goals	• Excellent Safety
• Excellent Service	• Mission & Achieving Results
- Aligning with the business cycle, the focal date review process occurs just prior to budget process



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COE across employee lifecycle



Culture of Excellence guides how we handle

- Team member relations
- Learning moments and development discussions
- Complaints and investigations
- Performance Improvement Plans
- Corrective Action
- Doing the right thing



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COE across employee lifecycle



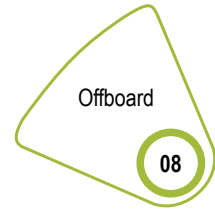
- Area of huge potential to COEnnect the dots
 - People Snapshot
 - COE training
 - Leadership training grounded in COE
 - ROAD internship pilot
- Leadership roles – questions/considerations for current and prospective leaders
 - How do you foster a positive culture in your team?
 - How do you inspire excellence?
 - How do you cultivate fun? How do you cultivate teamwork?
 - How do you lead by example for your team?
 - How do you hold your team accountable for a Culture of Excellence?
 - How do you celebrate differences?
 - How would the COE factor into your budgeting process?



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COE across employee lifecycle

- COEnnect the dots throughout – for the exiting team member and for their team
 - Showing grace and respect
 - Demonstrating teamwork
 - Former team member could be a future referral or future customer



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Getting Tactical

- Look at your organization's culture
 - Mission, values and goals – how are these communicated, shared, and LIVED?
 - Job postings and interviews
 - Onboarding and Offboarding
 - Meetings and meeting prompts
 - COEnnecting the Dots meetings
 - Culture moments
 - Values in Action
 - Performance and team member relations



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Takeaways – What now? What's next?

- Inventory your culture
 - How does your organization foster its culture?
 - It comes from all angles – top-down/bottom-up, right-left and left-right, diagonal, cross-functional
 - How does your team bring to life the mission and values?
 - How and when do you talk about mission and values?
- Dig into the numbers
 - Hiring success – quality of hire and retention
 - Net Promoter Score or engagement survey results – and follow-up
 - Turnover and termination reasons
 - Net Hire Ratio



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Happy team members



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Questions & Contacts

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