



BUILDing for Growth
Workshop

Creating a Healthy **Organizational Culture** and Effective Internal Communications



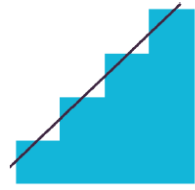
Onuka Ibe

Senior Manager
La Piana Consulting



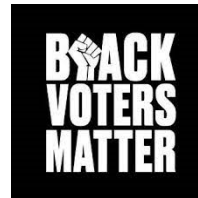
December 9th

10:00-11:30am Pacific



BUILDing for Growth

Selected Cohort



Overview of BUILDing for Growth's Three-tiered approach

1



Communities of Practice

Learn from and with other nonprofit leaders from high growth organizations by problem solving real world challenges with peers in similar roles

Program delivery: **October 2021-June 2022**

3



Targeted Consulting

Access to individualized services from La Piana Consulting

2



Virtual Workshops

Engage in monthly interactive workshops (open to all staff and board) to delve deeper into understanding and addressing high-growth needs

Overall Identified Challenges

STAFF	SYSTEMS
<ul style="list-style-type: none">▪ Naming and prioritizing needs▪ Communication▪ Organizational Culture▪ Skills & Development▪ Executive Leadership & Decision-Making▪ Leadership Transitions	<ul style="list-style-type: none">▪ Human Resources▪ Organizational Structure & Mid-Level Management▪ Facilities & COVID response▪ Operations & Systems▪ Information Technology▪ Fund Development, Management & Long-Term Financial Stability

Workshop Learning Goals

By the end of this workshop, you will have:

- Learned about how to foster healthy organizational culture, especially in times of rapid change
- Learned about aligning internal communications to support your desired organizational culture
- Had the opportunity to ask organization-specific questions

What is Organizational Culture?

Culture isn't static, but exists in the context of the moment

- Organizational growth and change, including mission, program, and structure implications
- Changing views on the roles of organizations and their leadership, communication, and decision-making structures
- National racial justice awakening
- Climate concerns
- Economic challenges
- COVID-19 pandemic
- Increasingly diverse and multigenerational workforce and boards
- New technologies
- Reimagining work/life expectations

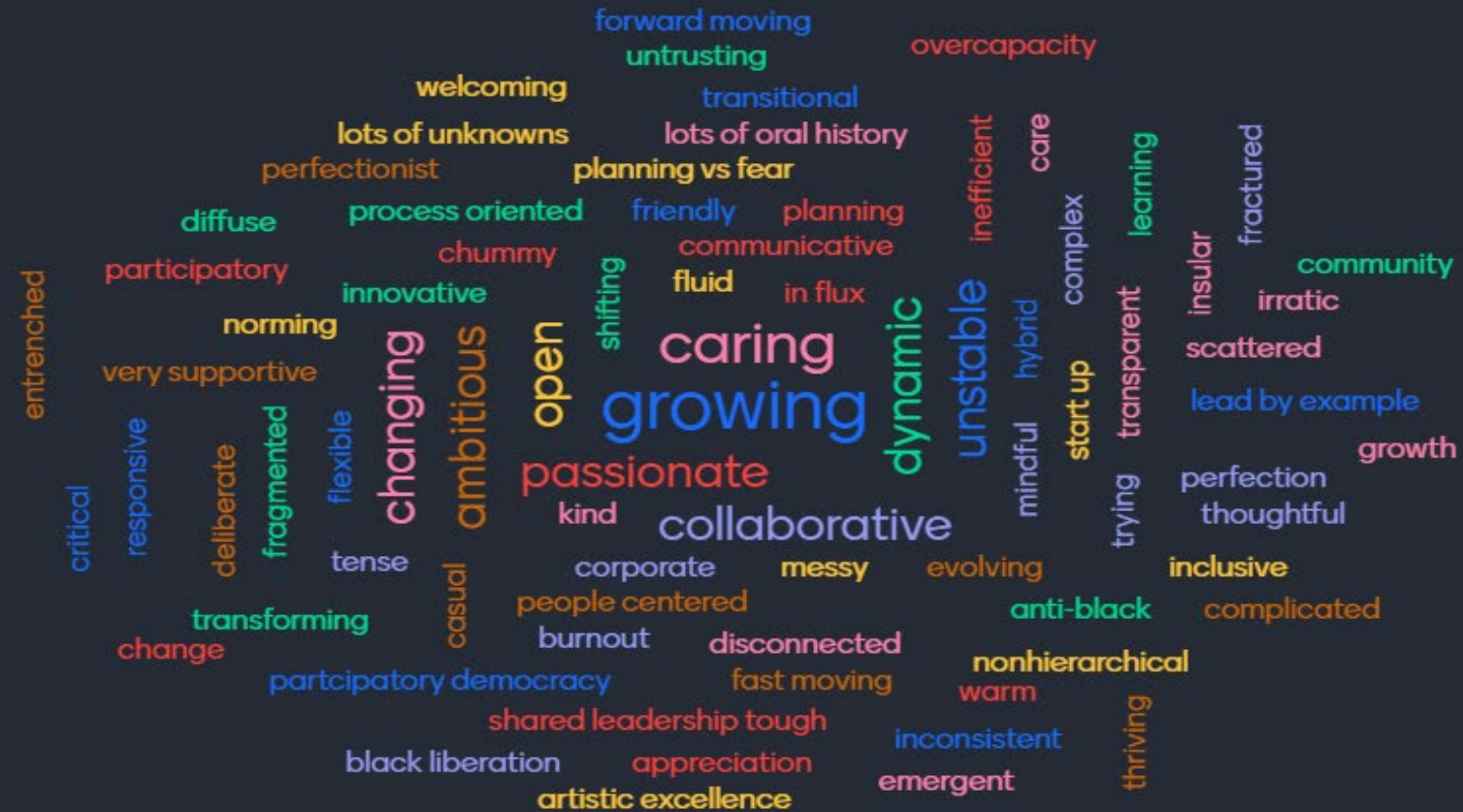
Building Healthy Organizational Culture

We'll talk today about:

- What we mean by “organizational culture”
- Ways to engage staff and boards in defining and committing to a desired organizational culture
- Approaches to change management
- Aligning communications in support of organizational culture
- Questions from participants

Participant Poll

What is a word or short phrase that describes your organization's culture?



Participant Poll

What is a word or short phrase that describes an organizational culture you'd like to move toward?



What is Organizational Culture?

- Michael Watkins – “Culture is the organization’s immune system”
- Patterns and assumptions that guide behaviors
- Often unspoken but understood
- Affects how people identify with an organization
- Develops over time due to internal or external prompts
- Often visible to outsiders or new members of the organization
- May be informed by history, values, leadership styles, technology, external culture
- Includes self-image, norms, systems, symbols, rituals, language, beliefs, and habits
- May be multiple cultures within a single organization
- May support or get in the way of organizational objectives

Organizational Values and Culture

- Values aren't the same as culture
- Values can be
 - Core: Inherent in the organization and serve it well
 - Aspirational: Needed for success but require commitment
 - Accidental: Evident, unintentional and don't serve the group
 - Permission-to-Play: Minimum standards
- Commitment to agreed upon Core and Aspirational values can shape a healthy culture

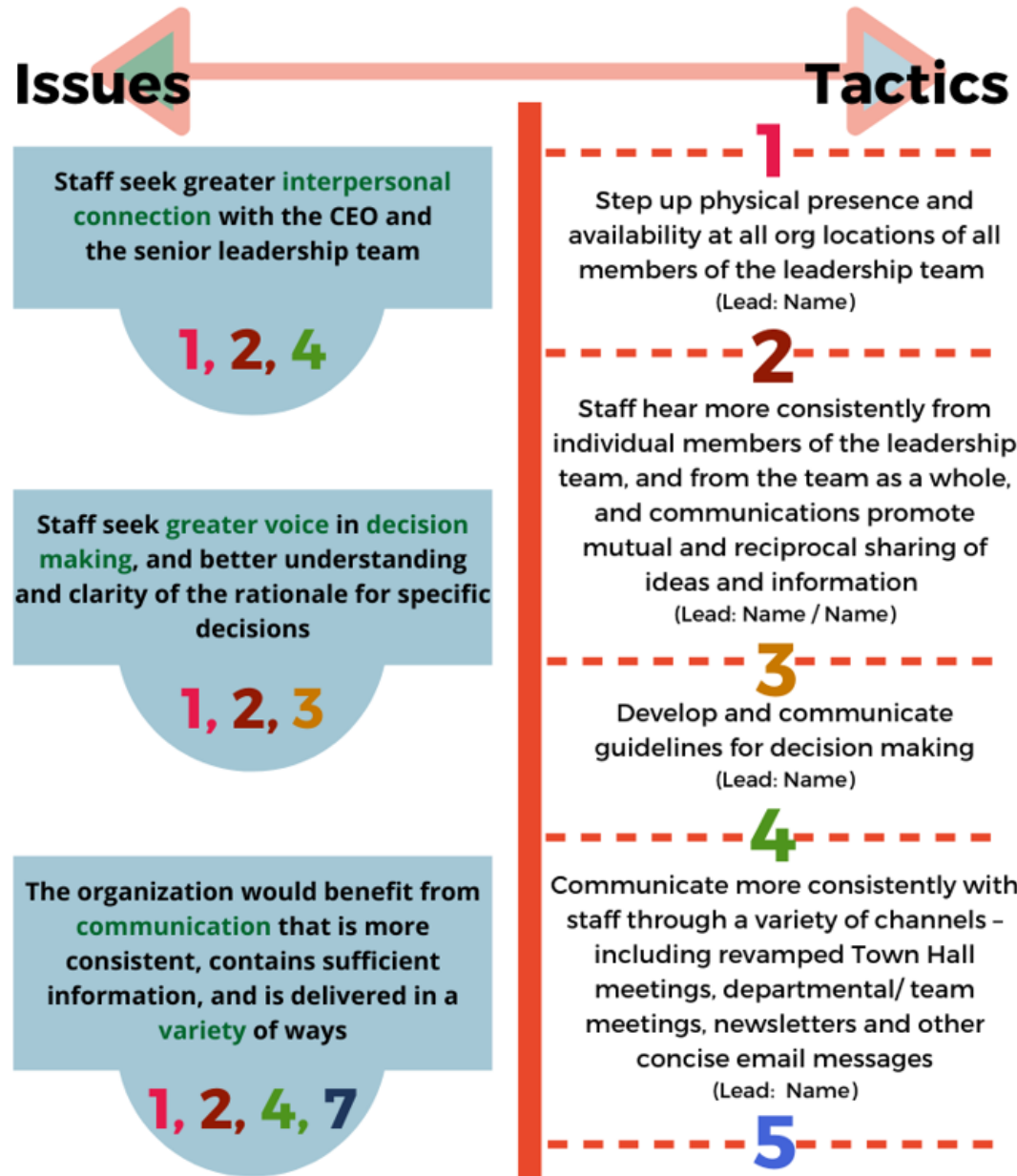
Engaging Teams in Defining Culture

- Acknowledge that it must be a team effort
 - Top-down efforts unlikely to succeed
 - Leaders must be willing to authentically invite participation
- Start with defining the existing culture
 - Consider dress, formality, decision-making, communications, collaboration/independence, subcultures, etc.
 - Define elements worth keeping
 - Define elements best left behind
- Define new cultural elements worth developing
- Identify the specific behaviors of the desired culture elements

Engaging Teams in Setting Culture

- Identify the gaps between current state and desired culture and develop plans to move toward the ideal
- Create plans to embed, sustain, and evolve the culture
 - Consider rituals, policies, practices, celebrations, recognition, communications
 - Invest in ensuring hiring, onboarding, and performance management practices reflect desired culture
 - As team membership changes, seek “culture add” instead of “culture fit”
- Consider equity implications at each step

Culture Change Recommendations Example



Organization Culture Change Recommendations



Culture and Change Management



Technical Responses are actions in which the solution can be provided by an authority figure, by an outside expert, or by implementing a new tool or process.

Adaptive Responses are actions in which people must change the way they think about their roles and their approach to work.

Culture and Change Management

- An adaptive culture is essential for effective change management
- An adaptive culture is a way of operating where change is both a habit and a motivator:
 - People expect and welcome change
 - Change efforts include all perspectives, with equity at the forefront
 - Change leaders understand, surface, and redirect natural human tendencies that hinder change
 - Change leaders mobilize staff to surface, examine, and perhaps abandon deeply held beliefs and practices
- Centering organizational culture in an adaptive response will enhance the likelihood of success.

Walking the Talk

- Build accountability into your culture
 - Process – Who is doing what, how, and by when?
 - Outcome – culture in which people are celebrated for their contributions and hold each other accountable for falling short of commitments
- Ensure internal communications are aligned with desired culture
 - What is the message (content, language, and tone)?
 - Is a response or action needed? Be specific
 - What is the medium?
 - Who is the messenger?
 - When should the message be delivered?
 - Build communications planning into meeting agendas

Recap

- Culture shows up in the behaviors of organizational members
- Culture isn't static, but exists in the context of the moment, including subcultures
- Intentionality and vigilance is required to ensure culture aligns with organizational goals
- Shaping culture is a team effort
- Any change can be helped or hampered by culture; aim to create an adaptive culture to best enable your organization for success
- Consider the equity implications of both process and outcomes
- Build accountability into forming and nurturing culture
- Align communications structures to reinforce a healthy culture

Next Workshop Details

- **January 26, 10-11:30 am Pacific Time** – HR Systems: When, How and Who to Hire and What to do When You're Remote
- You can register for the next workshop at this link:
<https://us02web.zoom.us/meeting/register/tZYrfuivqjwqHtXIMfxdmjs2K1iBZEGzEyN9>