

**Culture Eats Strategy for Breakfast  
Creating Highly Engaged Staff  
May 3<sup>rd</sup>, 2016  
Eden International Conference  
Little Rock, Arkansas**

- Presented by Suellen Beatty CEO Sherbrooke Community Centre
- Co-Regional coordinator for the Eden Alternative® in Western Canada

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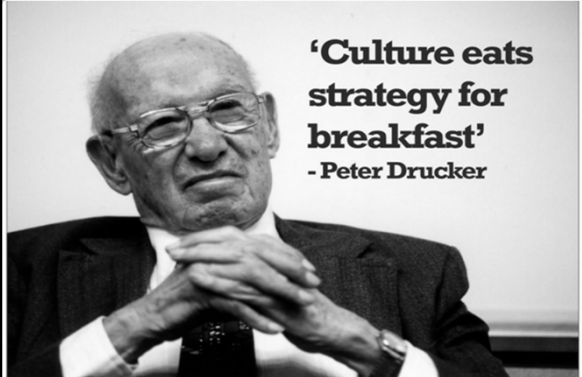
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**'Culture eats strategy for breakfast'**  
- Peter Drucker

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**CTV's W5**

EDEN ALTERNATIVE

CTV NEWS

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So what is culture?

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**“Culture is an intense and invisible force there to perpetuate itself. Forever.”**

Lou Tice  
Pacific Institute

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Culture is a direct representation of the groups' thinking. We behave and act in accordance to the truth as we perceive it to be.

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**“A long habit of not thinking a thing wrong gives it a superficial appearance of being right.”**  
**Thomas Paine**

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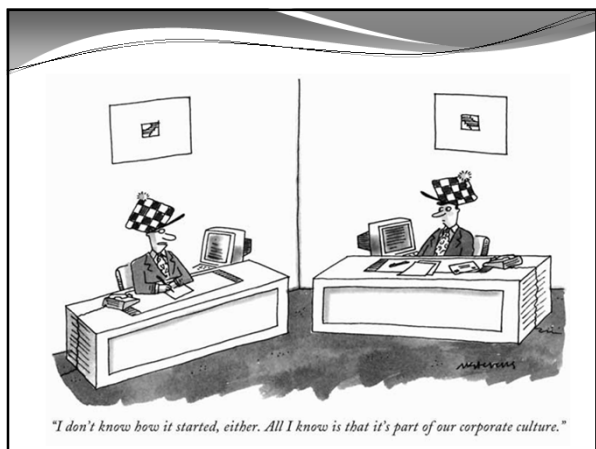
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- Culture is what happens when leaders are not around.
- It is how we do things around here.
- It is the unwritten rules and norms.

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- Culture is how informal decisions get made on a day to day basis.
- It is how we act under pressure.
- The glue that holds the organization together.

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A cold or defensive culture can cause people to NOT share their gifts and talents and they resist change.  
A warm or constructive culture has people wanting to give their best and improve on things.

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**“I believe in professional development but every time I send people away for education nothing ever changes.”**

**BC LTC Administrator**

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**Leadership is essential.**

Leadership is the ability to influence others and have them move toward a chosen vision. Without leadership nothing much ever changes.

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**“The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor. That sums up the progress of an artful leader.”**

**-Leadership is an Art**  
**Max Depree**

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“We act in accordance with the truth as we perceive and believe it to be.”



Lou Tice  
Pacific Institute

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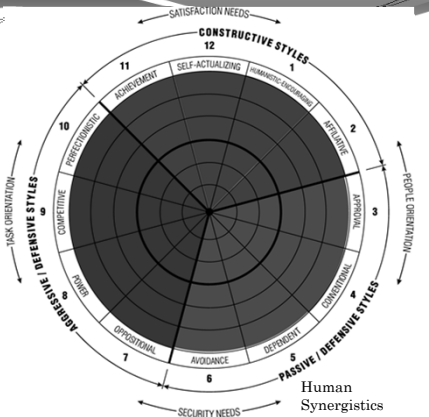
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How is our culture?



Human Synergetics

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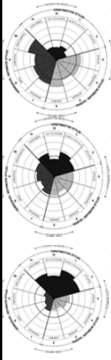
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Index Score 200

Index Score 400

Index Score 600

Human Synergetics

- Fearful  
Unadaptable  
Resistance to Change  
Will fight the change  
Want to maintain the status quo
- Will want to see others change before they do.  
A little more hopeful  
Will be supportive with evidence.
- Are adaptable  
Are very goal orientated  
Have high efficacy  
Deal with set backs very well.  
Accept accountability.  
Fearless

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"We can't solve problems by using the same kind of thinking we used when we created them."  
- Albert Einstein, Physicist

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We also cannot use the same style of leadership that created the cold culture and expect a warm one because we have a different vision or strategy.

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Eden Alternative®  
Golden Rule  
As Management does unto staff so shall staff do unto elders.

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How do we create a **Constructive Culture** where change and improvement are possible?  
How do we create a place where people want to work?

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Our greatest danger in **life** is in permitting the urgent thing to crowd out the important.

*Charles E. Hummel*



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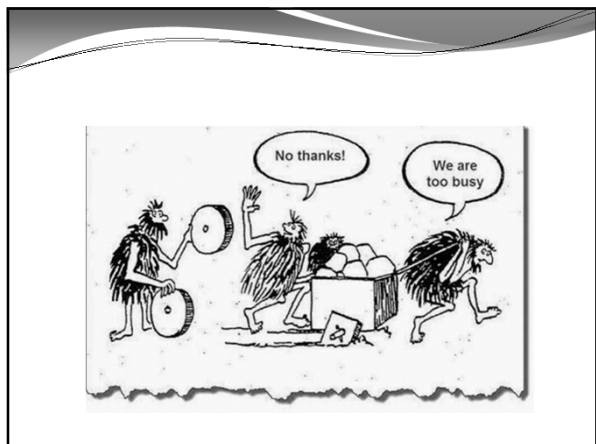
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Sherbrooke's  
culture change journey to  
an  
**Intentional Culture that  
puts the elders first**

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**Mission**

Create a community  
that supports each  
person to live a full  
and abundant life.

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## Vision

Best place to live and  
best place to work;  
(in that order!)

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## Our Big Challenge

- To move out of the medical and institutional model to a person directed model where the people we serve direct their own lives, grow, find joy and meaning, have connections, autonomy, security and identity.
- This requires a constructive culture with highly engaged staff.

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## Principles of Care

- Individuality
- Normalcy
- Reality

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## Organizational Principles

- Continuous Improvement
- Communication and Feedback
- Accountability
- Respect and Dignity
- Empowerment/Participation
- Safety

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## Eden Alternative

Foundation For our Mission and Values



Dr. Bill and Jude Thomas  
founders of the Eden Alternative

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## Eden Alternative Culture Change Phases

- Personal transformation
- Physical transformation
- Organizational transformation

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## Five Leadership Keys to Changing a Culture



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### Key 1. Leadership Style

- **The Leader must have a compelling “Why”**
- **The leader must learn a “Whiteheadian” approach where the leader is flexible and empowers staff . “Newtonian” Leadership creates a defensive culture (can be passive or aggressive)**

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### Key 1. Leadership Style

- **The leader must intentionally use culture change strategies.**
- **The leader must be inspiring, persistent, determined, energetic, honest, forward looking and willing to take risks. The leader must have stamina, integrity and a passion for learning and improvement.**
- **All leaders must be moving toward a shared vision and have high commitment.**

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**Key 2. Warming the soil**

- **Education**
- **Mitzvahs**
- **Random Acts of kindness**
- **Caught doing good awards**
- **Annual reviews focussed on the person**
- **Celebrations and rewards**

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**Key 2. Warming the soil**

- **Leadership models the way**
- **Gratitude Boards**
- **Measure Warmth (Eden warmth surveys)**
- **Gallup Poll Engagement Survey**
- **Support staff through tough times**
- **3<sup>rd</sup> party affirmations**

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**What you do speaks so loudly that I cannot hear what you say.**

Ralph Waldo Emerson



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**Key 3. Align everything to the Mission, Vision and Values.**

- **Talk a lot about the M, V, and V.**
- **Plan and problem solve based on the M, V, and V.**
- **Review all policies and procedures for consistency**
- **Ensure position descriptions are consistent with the M, V, and V.**

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**Key 3. Align everything to the Mission, Vision and Values.**

- **Annual reviews of the M, V, V. and behavior expectations**
- **Create Codes of Conduct and Behavior expectations**
- **Align annual objectives with Core Directions in the Strategic Plan**
- **Ensure all language is appropriate**

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**Key 3. Align everything to the Mission, Vision and Values.**

- **Alter the physical environment**
- **Develop accountability systems (track important outcomes (Q.I.)**
- **Ensure all values are in play (Safety)**
- **Discipline based on the values: "What you permit, you promote."**

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**Key 4. Empower staff within the boundaries of the values.**

- **Coach for empowerment (management's thinking is the first thing that needs to change)**
- **Involve staff in decision making**
- **Ensure the conditions of empowerment are in place: (information, skills, resources, support, knowledge)**
- **Learning circles**
- **Be transparent with information and plans.**

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**Key 4. Empower staff within the boundaries of the values.**

- **Be transparent with information and plans.**
- **Annual reviews**
- **Ongoing education and review**
- **Track important outcomes (Q.I.) Visibility Walls, Gemba walks.**
- **Ensure all values are in play (Safety)**

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**Key 5. Help Everyone Understand and Believe they Make a Difference.**

- **Connect Staff's actions to the outcomes.**
- **Track important outcomes (Q.I.) and connect the dots for people**
- **Gemba walks**
- **Communication**

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**Key 5. Help Everyone Understand and Believe they Make a Difference.**

- Ask for feedback
- Third party affirmations and descriptive appreciation

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**Five Keys to Changing a Culture**

1. Lead with “Whiteheadian “style.
2. Warm the soil and build trust.
3. Align everything in the organization to the Mission, Vision and Values.
4. Empower staff within the boundaries of the values.
5. Help everyone understand and believe that they make a difference.

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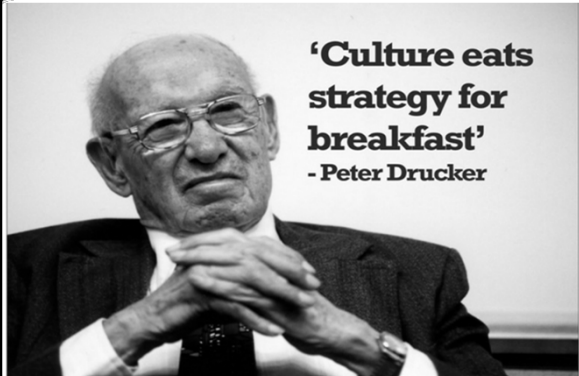
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- Peter Drucker

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Questions?

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[www.ca.thepacificinstitute.com](http://www.ca.thepacificinstitute.com)  
[https://www.nfb.ca/film/year\\_at\\_sherbrooke](https://www.nfb.ca/film/year_at_sherbrooke)

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# Culture Eats Strategy for Breakfast; Creating Highly Engaged Staff

Presenter: Suellen Beatty ,CEO Sherbrooke

## 5 Keys to Creating a Constructive Culture



### Key 1. Leadership Style

- The Leader must have a compelling “why”
- The Leader must use a “Whiteheadian” approach where the leader is flexible and empowers staff.
- The Leader must intentionally use the culture change strategies
- The Leader must be inspiring, persistent, determined, energetic, honest, forward-looking, and willing to take risks. The Leader must have stamina, integrity and a passion for improvement and learning.
- All leaders must be moving towards and have high commitment to the shared vision. The Leader must be modest and willful; humble and fearless (Collins).

### Key 2. Warm the Soil & Build Trust

- Education (Eden Alternative, Untie the Spirit, GPA)
- Mitzvahs
- Random Acts of Kindness
- “Caught Doing Good” Awards
- Annual reviews focused on the individual
- Celebrations and rewards
- Transparency
- Leadership models the way
- Gratitude board
- Measure warmth —Eden Warmth Survey & Gallup Engagement Survey
- Support staff in tough times
- 3rd party affirmations

### Key 3. Align with Mission, Vision & Values (M, V & V)

- Frequent and ongoing discussion of M, V & V
- Plan and problem solve using M, V & V
- Ensure all policies, procedures and job descriptions are aligned with the M, V & V
- Conduct annual reviews with employees to review M, V, & V
- Create codes of conduct & behavior expectations
- Align annual objectives with core directions
- Ensure all language is aligned
- Alter the physical environment
- Develop accountability systems
- Discipline based on the values— “what you permit you promote”
- Gallup Survey

### Key 4. Empower Staff within the Boundaries of the Values

- Use a coach approach to empower staff
- Involve staff in decision making using the values
- Ensure conditions of empowerment are in place: information, skills, resources, support, knowledge
- Use learning circles
- Be transparent with information and plans
- Annual Reviews
- Provide ongoing education
- Track important outcomes
- Do Gemba Walks
- Ensure values are upheld

### Key 5. Help Everyone Understand and Believe they Make a Difference

- Connect staff’s actions to the outcomes
- Track important outcomes through QI
- Do Gemba Walks
- Communicate
- Ask for feedback
- Use third party affirmations and descriptive appreciation

May 3 , 2016