

Creating Energy

10 Ways to Build

Positive Organizational Cultures

1 Create Your Dream:
Values and vision

Create a Learning Environment:
Training, education and coaching **6**

2 Put Your Team Together:
Organization, recruitment,
selection and orientation

Emphasize service to all:
The power of appreciation **7**

3 Develop a Great Plan:
Set Individual goals and
monitor performance

Nurture Rich Relationships:
The speed of trust **8**

4 Inspire
through upbeat, positive
communications

Show Optimism, Enthusiasm
And healthy humor **9**

5 Create Attractive Workplaces
And use time wisely

Constantly Search
For new ideas and new ways
of working together **10**

Marjory Kaplan
President and CEO
Miriam and Jerome Katzin Presidential Chair
Jewish Community Foundation of San Diego

John Ohanian
Chief Executive Officer
211 San Diego

A Few Good Resources about Management and Leadership...

1. ***The Speed of Trust*** by Stephen M.R. Covey
2. ***The Southwest Airlines Way*** by Jody Hoffer Gittel
3. ***Forces for Good: The Six Practices of High-Impact Nonprofits*** by Leslie R. Crutchfield and Heather McLeod Grant
4. ***Time Management for Unmanageable People: The Guilt-Free Way to Organize, Energize and Maximize Your Life*** by Ann McGee-Cooper
5. ***Practically Radical*** by William C. Taylor
6. Winningworkingplaces.org
7. Spiritual, inspirational reading and retreats of your choice

Creating Energy: Positive Organizational Cultures
USD Eighth Annual Nonprofit Governance Symposium

1. ***The Southwest Airlines Way***

Jody Hoffer Gittel

Top 10 Ways to Build a Positive Culture

1. Lead with credibility and caring
2. Invest in frontline leadership
3. Hire and train for relational competence
4. Use conflicts to build relationships
5. Bridge the work/family divide
6. Create boundary spanners
7. Avoid finger pointing; measure performance broadly
8. Keep jobs flexible at the boundaries
9. Make unions your partners
10. Build relationships with your partners

2. ***Practically Radical***

William C. Taylor

“Long-term success is not just about thinking differently from other companies...it’s about caring more...about customers, about colleagues, about how the organization conducts itself in a world with endless temptations to cut corners and compromise on values.”

“As a leader, you have to be as creative, rigorous and disciplined about the human side of enterprise as you are about technology and finance.”

“In an organization’s culture, everything speaks...what the facilities look like, how colleagues communicate with each other, small gestures of kindness or selfishness – send huge signals about the health of the entire organization.”

3. *The Speed of Trust*

Stephen M.R. Covey

Low-Trust Organizations

- People manipulate or distort facts
- People withhold and hoard information
- Getting the credit is very important
- People spin the truth to their advantage
- New ideas are openly resisted and stifled
- Mistakes are covered up or covered over
- Most people are involved in a blame game, bad-mouthing others
- There is an abundance of watercooler talk
- There are numerous “meetings after the meetings”
- There are many “undiscussables”
- People tend to overpromise and underdeliver
- There are a lot of violated expectations, for which people try to make excuses
- People pretend bad things aren't happening or are in denial
- The energy level is low
- People often feel unproductive tension – sometimes even fear

High-Trust Organizations

- Information is shared openly
- Mistakes are tolerated and encouraged as a way of learning
- The culture is innovative and creative
- People are loyal to those who are absent
- People talk straight and confront real issues
- There is real communication and real collaboration
- People share credit abundantly
- There are few “meetings after the meetings”
- Transparency is a practiced value
- People are candid and authentic
- There is a high degree of accountability
- There is palpable vitality and energy – people can feel the positive momentum

The Four Cores of Trust

1. Integrity
2. Intent
3. Capabilities
4. Results

4. ***Five Dysfunctions of a Team***

Patrick Lencioni

1. Absence of Trust
2. Fear of Conflict
3. Lack of Commitment
4. Avoidance of Accountability
5. Inattention to Results

5. ***WHO***

Geoff Smart and Randy Street

The most important decisions that businesspeople make are not “what” decision, but “who” decisions

What refers to the strategies you choose, the products and services you sell, and the processes you use. You can spend your whole career chasing solutions to the million *what* problems plaguing your business. That is what most managers do. Unfortunately, focusing solely on the *what* means you will continue to feel stressed, make less money than you desire, and lack the time to do what you want.

Or you can decide today to focus on the *who*.

Who refers to the people you put in place to make the *what* decisions. Who is running your sales force? Who is assembling your product? Who is occupying the corner office? *Who* is where the magic begins, or where the problems start.

Quiz

How Positive Is Our Workplace?

As you spend your days working for the good of the community, have you ever wondered...Is our workplace as positive as it could be? What can we do to make it a healthier and happier place to work? Just where can we begin?

Take a few minutes to answer these questions. Score in the following manner:

Score	Meaning
1 point	No way
2 points	Rarely
3 points	Sometimes but not often enough
4 points	Pretty good results here
5 points	Awesome

The Questions

1. Most people who work in my organization have a clear understanding of our vision and find it compelling and important.

Score_____

2. Our organization does a great job of hiring people who share our values and have a healthy approach to their work.

Score_____

3. Each staff member sets meaningful goals that relate to our overall organizational plan.

Score_____

4. Our staff meetings are upbeat and meaningful. People generally feel better leaving the room than when they came in.

Score_____

5. Our staff generally avoids working in an emergency mode with last minute deadlines and lots of time pressure. We spend enough time planning and communicating with each other.

Score_____

6. Each staff person is encouraged to learn new things – both on the job or through classes – that will help them succeed at their work.

Score_____

7. I'm really proud of the service our staff provides to each other, our clients, our donors or others who are important to our organization.

Score_____

8. When a problem arises, the effect is sometimes lessened because of the positive relationships based on trust and respect. No one is ever blamed or criticized in public.

Score_____

9. People feel recognized and appreciated for their good work.

Score_____

10. My workplace allows me to make healthy choices about my work/life balance.

Score_____

Scoring Your Results:

40 - 50 You can start teaching others about your success!

30 - 39 On your way to a positive workplace.

25 - 29 Better take some action right away

under 25 Your work may be hazardous to your health