

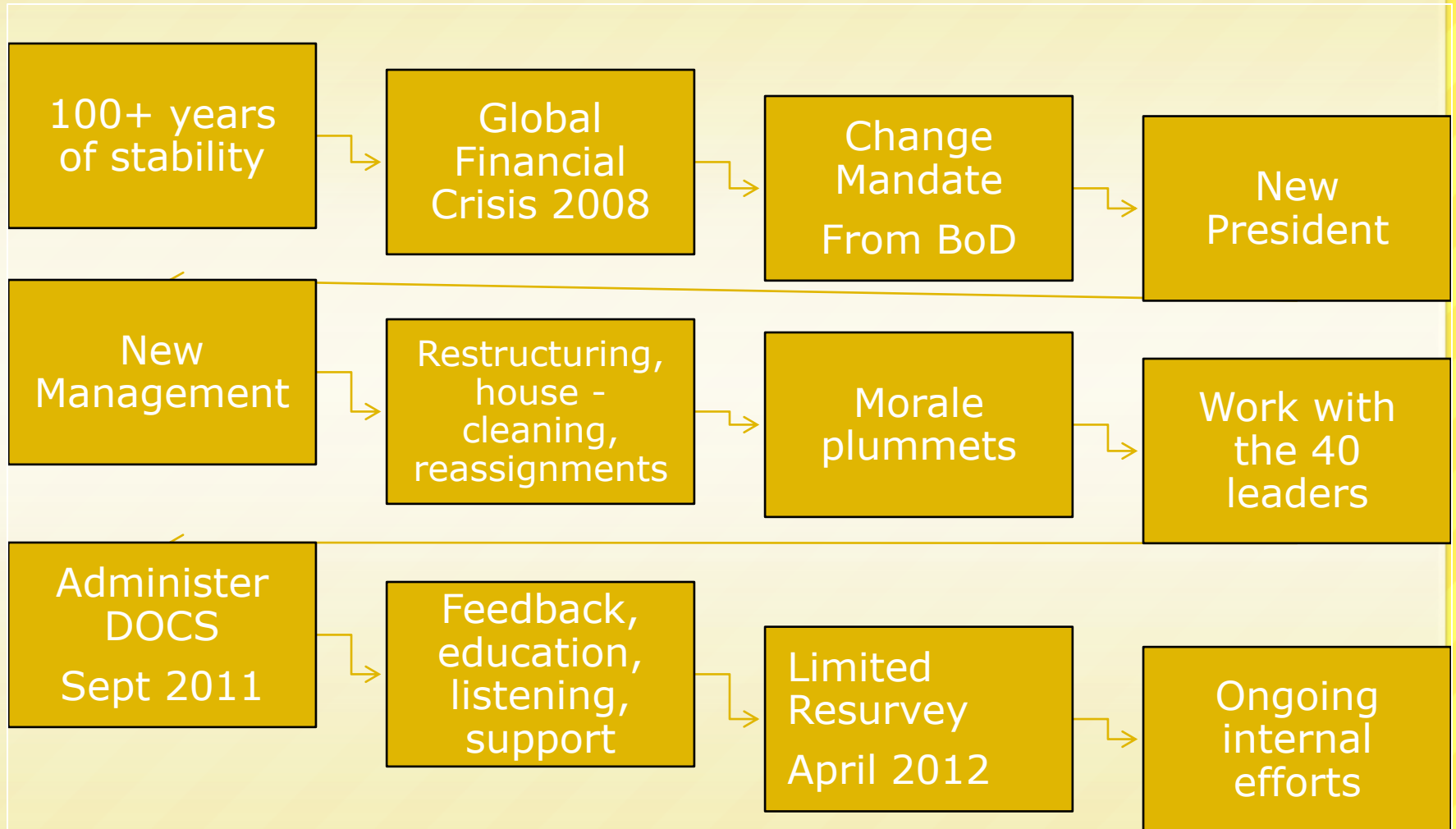
Culture Eats Strategy for Breakfast

Prepared for the 2012 Wisconsin State SHRM
Conference by
Scott Savage, MA, PC

Grand Ol' University (GOU) is in Culture Shock

- The internal services division of a major research university
- 100 plus years old
- Private, non-profit
- Endowment in the top 15 universities in the USA (\$Billions)
- Culture has been academic – thru and thru

Events at GOU



What is Culture?

- Deeply held beliefs and assumptions
- How people in our organization think and act, every day
- *"The way things are done around here."*



Culture Development Process

Honest conversations...that lead to thoughtful action

Step I

Education and Assessment

Goal: To educate staff regarding **the link between culture and performance** and **assess the current culture** to surface strengths and weaknesses (and identify possible sub-cultures/areas of opportunity)

Step II

Creating Understanding

Goal: To engage in dialogue to create a **common understanding** of the data and the **implications** of the current culture for the business

Step III

Choosing to Shift the Culture?

Goal: To establish **true alignment** around the need for culture change AND to **focus** efforts on areas of maximum impact

Step IV

Action Planning

Goal: To **generate ideas** for moving the culture forward; **prioritizing** and developing specific **action plans**

Step V

Implementation & Evaluation

Goal: To **execute** against the action plans and **measure progress** – with a constant link back to organizational or group performance

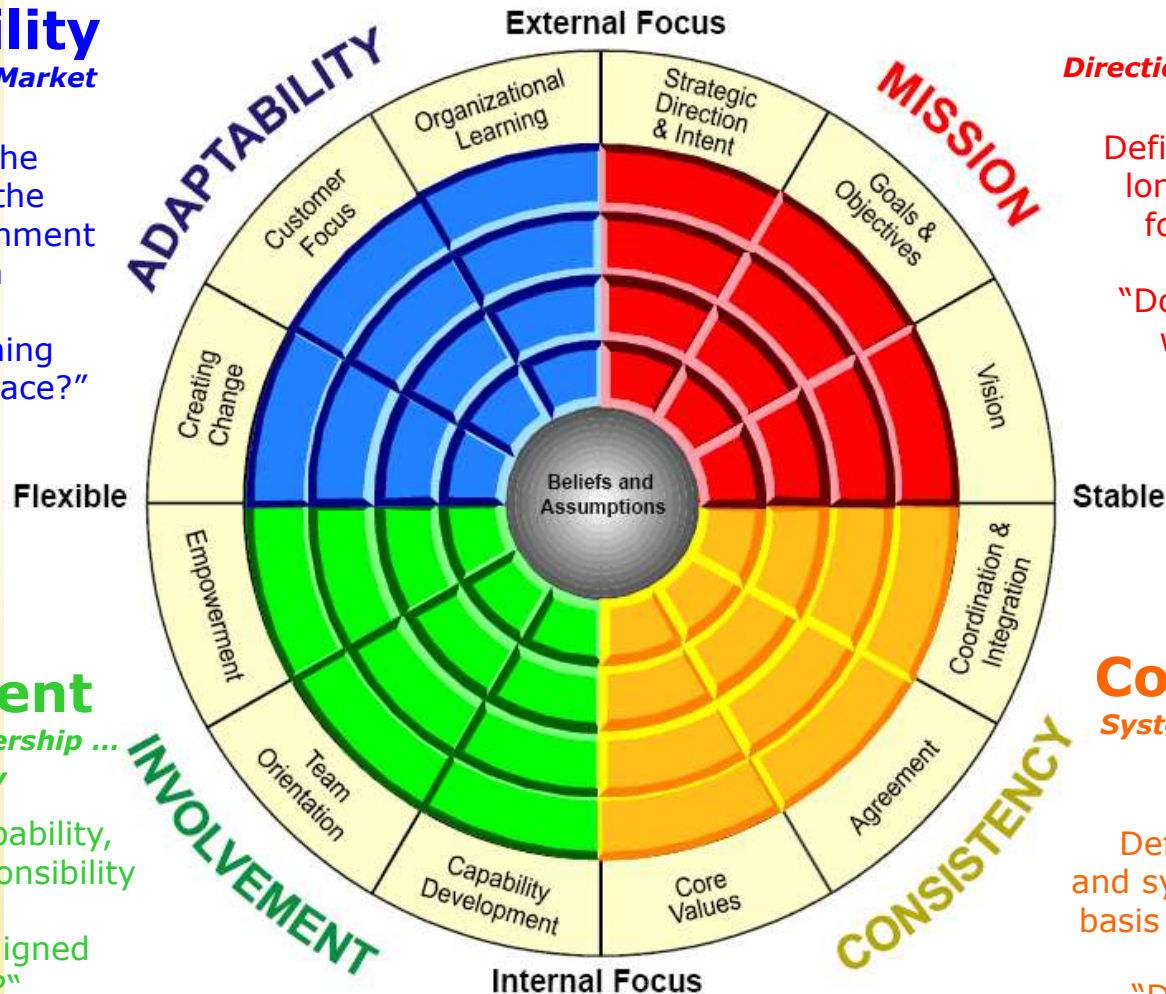
What Counts...

Adaptability

Pattern..Trends..Market

Translating the demands of the business environment into action

"Are we listening to the marketplace?"



Mission

Direction..Purpose..Blueprint

Defining a meaningful long-term direction for the Company

"Do we know where we are going?"

Involvement

Commitment ... Ownership ... Responsibility

Building human capability, ownership, and responsibility

"Are our people aligned and engaged?"

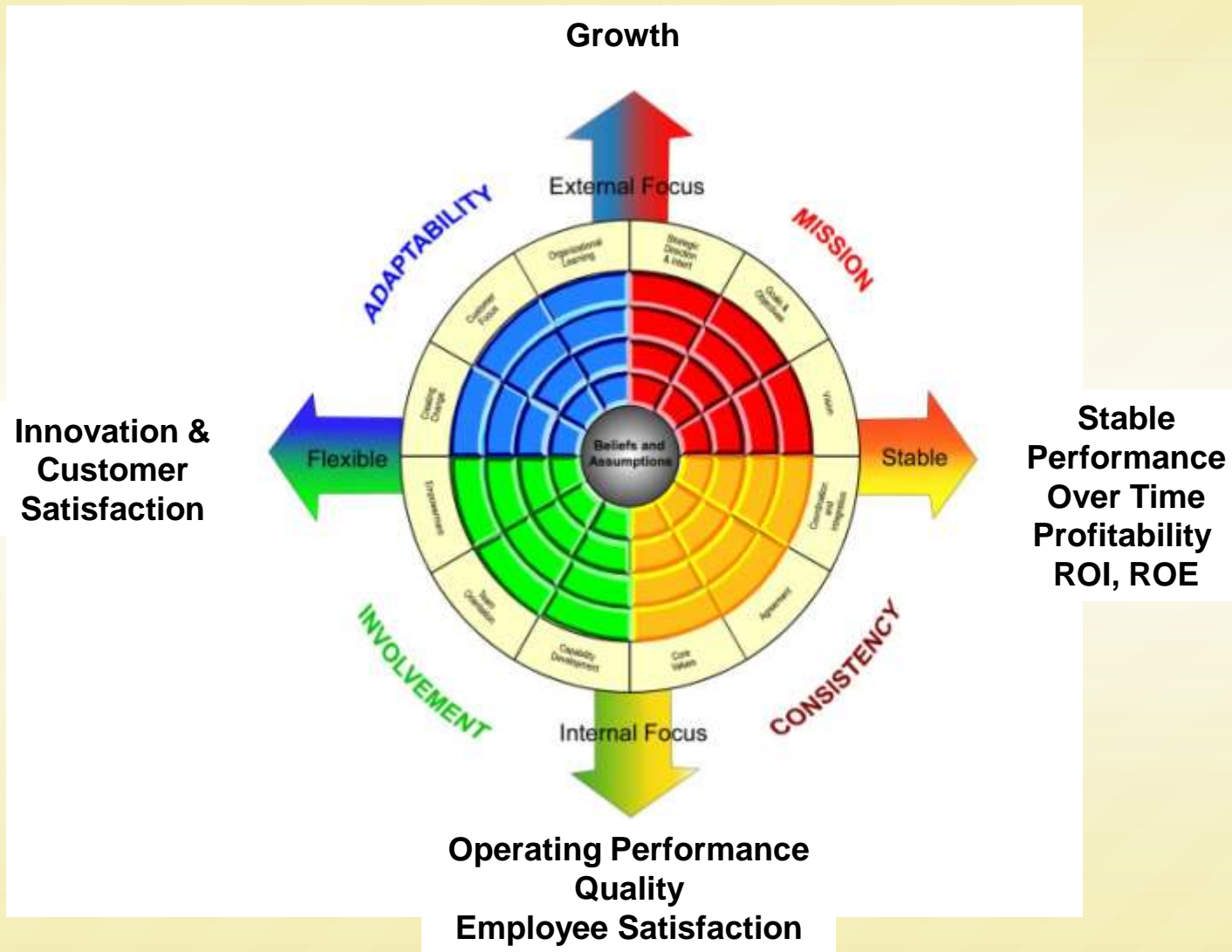
Consistency

Systems... Structures... Processes

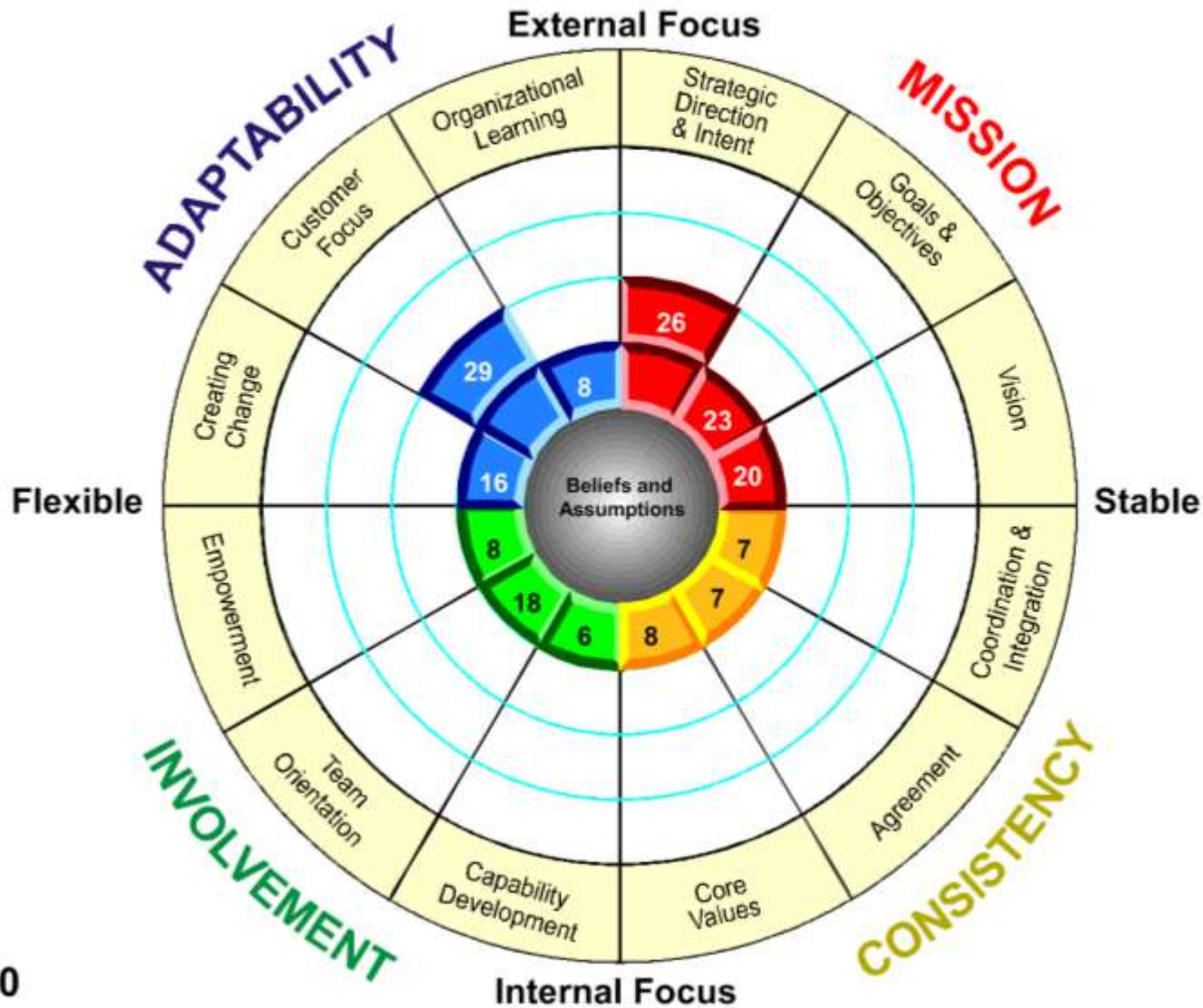
Defining the values and systems that are the basis of a strong culture

"Does our system create leverage?"

Culture Links to Performance



GOU internal services division



N=190

Numbers denote percentiles

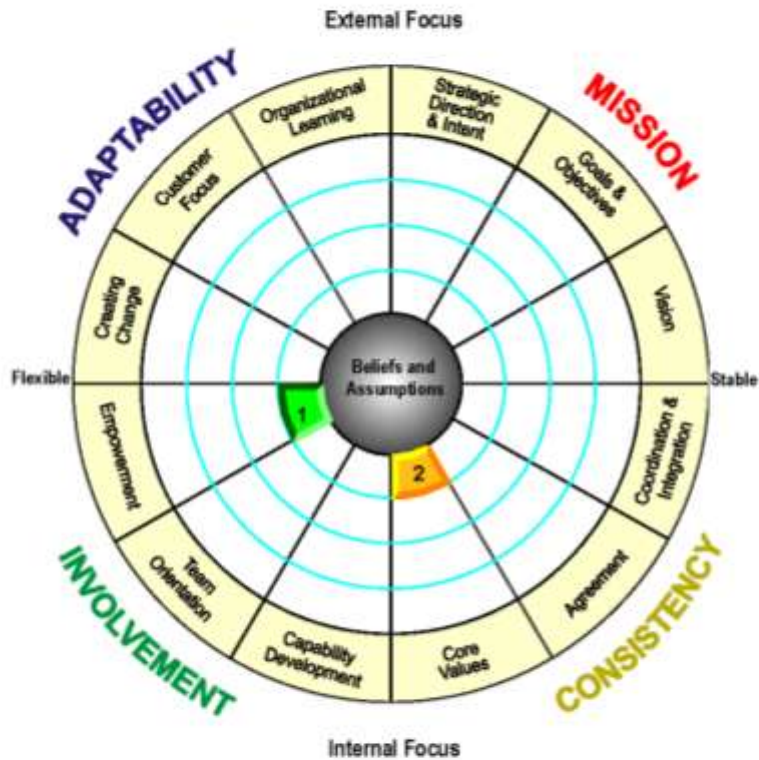
Remedies

- Enterprise-wide: bottom-up core-values exercises
- Sub-units: at discretion of unit leaders
- The What's:
 - Involvement
 - Empowerment
 - Capability development
 - Coordination and Integration

How did they approach making changes?

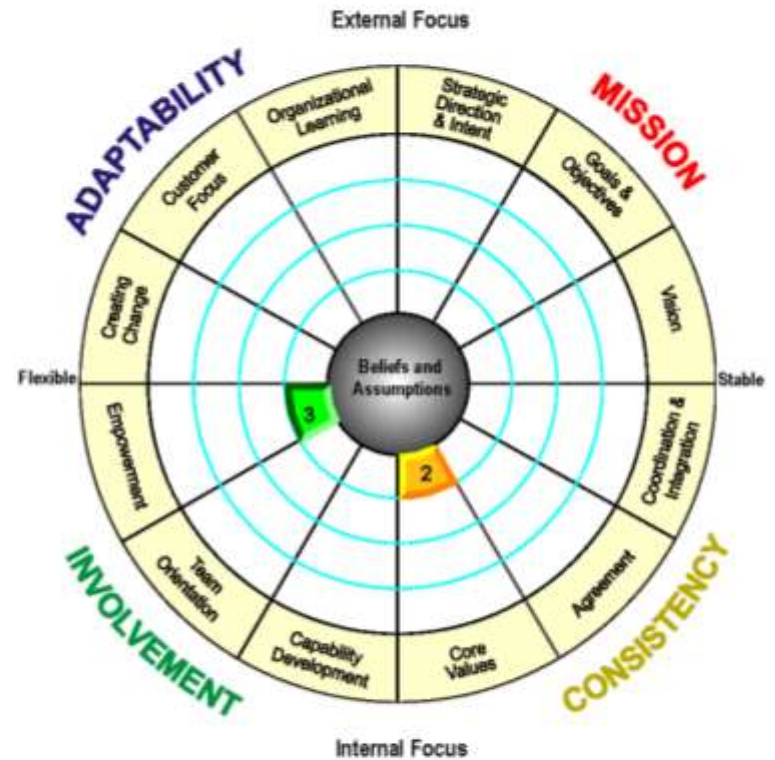
- The How's
 - (Facilitated) Discussions with employees
 - Confidential feedback
 - Leadership changes
 - Special teams

September 2011



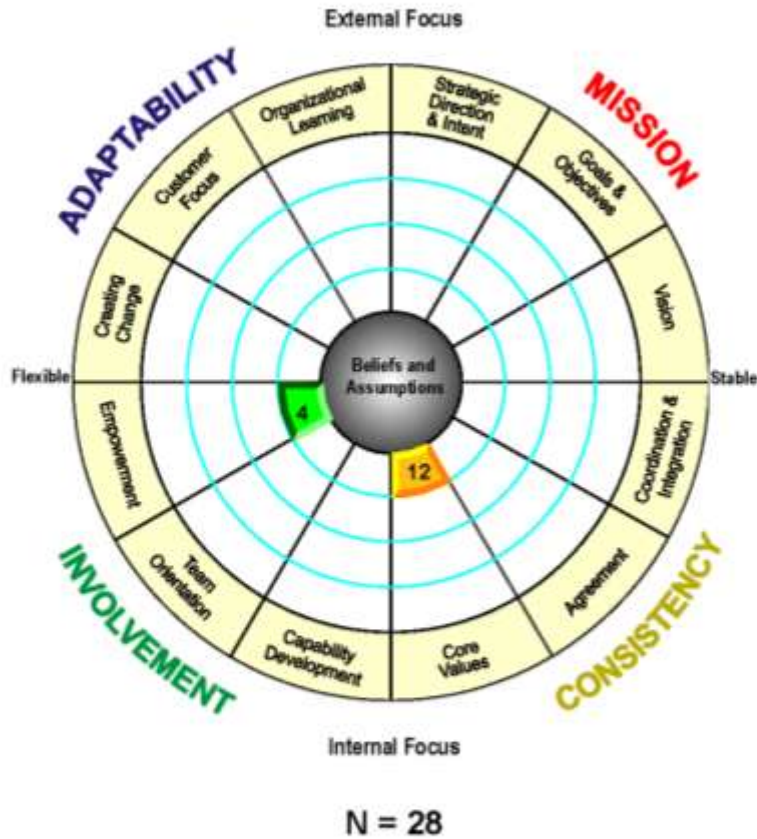
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April 2012

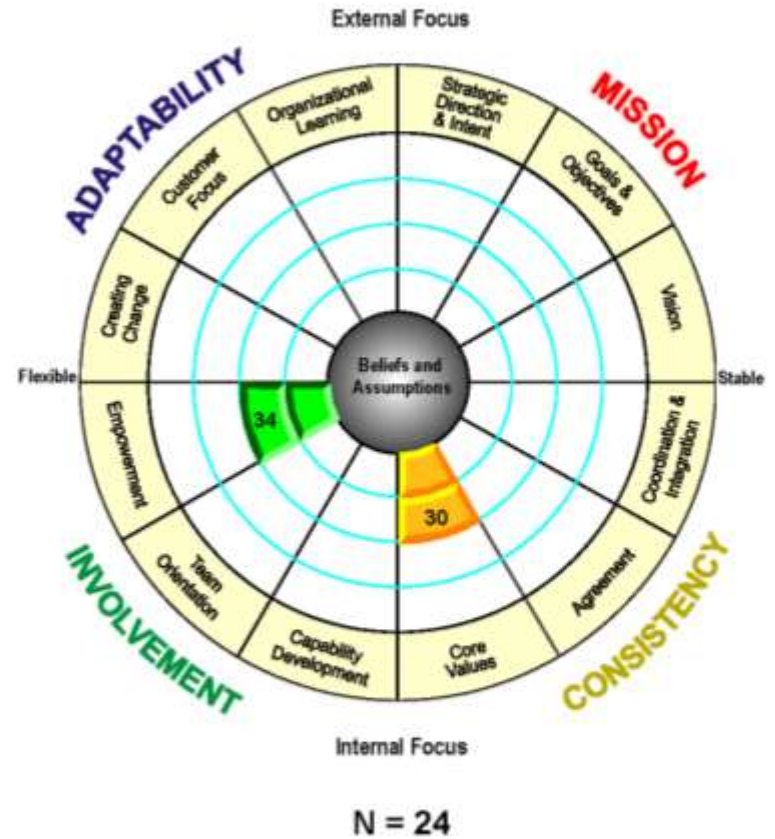


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September 2011



April 2012



Questions?

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