WINNING CULTURE

THE 5 TENSIONS TO MANAGE FOR EXCELLENCE AND ENGAGEMENT

What Is Culture?

> Culture is a set of shared, often unspoken norms, values, and behaviours that shape how people interact, communicate, and work together.
>
> ERIN MEYER

> Culture is simply what a company does consistently.
>
> JIM COLLINS

> The culture of any organization is shaped by the worst behaviour the leader is willing to tolerate.
>
> STEVE GRUENERT & TODD WHITAKER

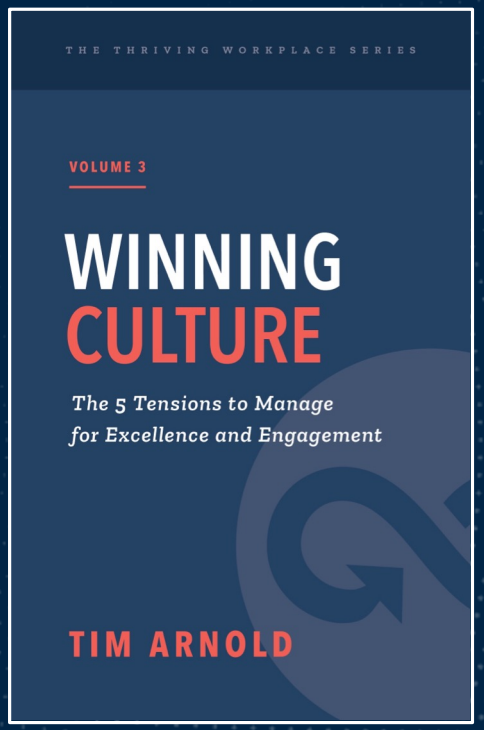
CULTURE

“ THE WAY WE DO THINGS ” AROUND HERE.

The behaviours we accept.

The values we respect.

The atmosphere we project.



Choose an emoji (or a few) that best represents your workplace culture right now.

What's happening in your culture that made you choose it?



Culture isn't a problem to solve.



It's a set of tensions to manage.

TWO TYPES OF VALUES

ABSOLUTE

Their opposite is negative.

Honesty

Kindness

Integrity

INTERDEPENDENT

They need each other.

Spend **AND** Save

Activity **AND** Rest

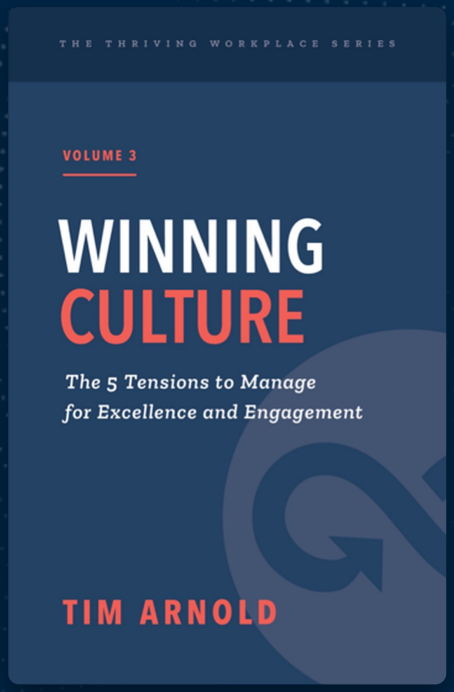
Work **AND** Life



Thriving organizations hire for **absolute values** and build their culture around **interdependent values.**

WINNING CULTURE

THE 5 TENSIONS TO MANAGE



01 People **AND** Results

02 Rules **AND** Risk

03 Challenge **AND** Encouragement

04 Commonalities **AND** Differences

05 Work **AND** Home

CARING & COMPETITIVE

PEOPLE

The commitment to value, support, and invest in employees.



RESULTS

The commitment to efficiency, productivity, and profitability.

WITHOUT RESULTS

Supportive & Struggling

WITHOUT PEOPLE

Driven & Drained

COSTCO WHOLESALE

DARING & DISCIPLINED

RULES

The commitment to structure, safety, and consistency.



RISK

The commitment to experimentation, innovation, and growth.

WITHOUT RISK

Reverent & Rigid

WITHOUT RULES

Courageous & Careless

JOHNS HOPKINS MEDICINE

STRETCHED & SUPPORTIVE

CHALLENGE

The commitment to high expectations, honest feedback, and continuous improvement.



ENCOURAGEMENT

The commitment to support, affirm, and believe in people.

WITHOUT ENCOURAGEMENT

Demanding & Disheartening

WITHOUT CHALLENGE

Caring & Coddled

RAISE

UNITED & UNIQUE

COMMONALITIES

The commitment to equality, fairness, and shared standards.



DIFFERENCES

The commitment to recognizing and valuing individuality.

WITHOUT DIFFERENCES

Consistent & Constraining

WITHOUT COMMONALITIES

Diverse & Divided

bioped

PRODUCTIVE & PRESENT

WORK

The commitment to professional responsibility, contribution, and meaningful impact.



HOME

The commitment to nurturing life beyond our professional roles.

WITHOUT HOME

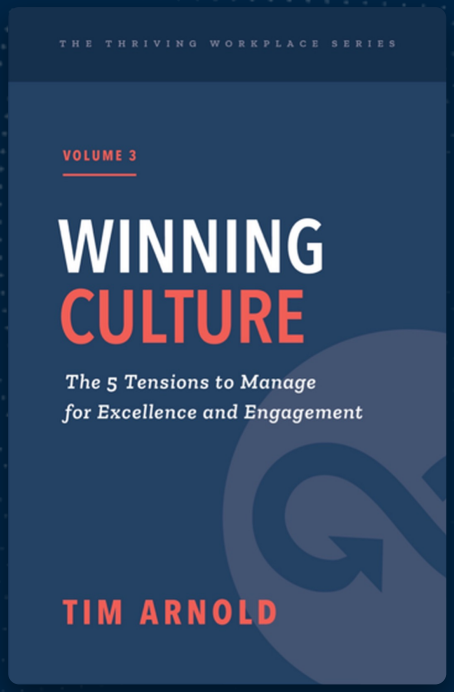
All In & Burnt Out

WITHOUT WORK

Nurturing & Neglectful

WINNING CULTURE

THE 5 TENSIONS TO MANAGE



GRADE YOUR TEAM

01	People **AND** Results	
02	Rules **AND** Risk	
03	Challenge **AND** Encouragement	
04	Commonalities **AND** Differences	
05	Work **AND** Home	

PARTNER REFLECTION

1. Which tension is most important for your workplace right now?
2. Which tension are you managing particularly well?
3. Where is your biggest opportunity for improvement?

THE 5 TENSIONS

- **01** People **AND** Results
- **02** Rules **AND** Risk
- **03** Challenge **AND** Encouragement
- **04** Commonalities **AND** Differences
- **05** Work **AND** Home

DISCLAIMER

You don’t have to fix the whole organization.

THREE CULTURE TRAPS

1

YOU'VE NEVER DEFINED YOUR VALUES

Every organization has a culture. The question is whether it's the culture you intended.

2

3

THREE CULTURE TRAPS

1 YOU'VE NEVER DEFINED YOUR VALUES

2 **YOUR VALUES DON'T COME IN PAIRS**

Values don't fail because they're wrong. They fail because they're incomplete.

3

OUR PEOPLE, OUR VALUES

IESO · INDEPENDENT ELECTRICITY SYSTEM OPERATOR



EXPERTISE WITH HUMILITY



OPENNESS TO CHANGE

THREE CULTURE TRAPS

1 YOU'VE NEVER DEFINED YOUR VALUES

2 YOUR VALUES DON'T COME IN PAIRS

3 **YOUR VALUES ARE JUST WORDS ON THE WALL**

Culture isn't defined by the words on the walls. It's defined by what happens in the halls.

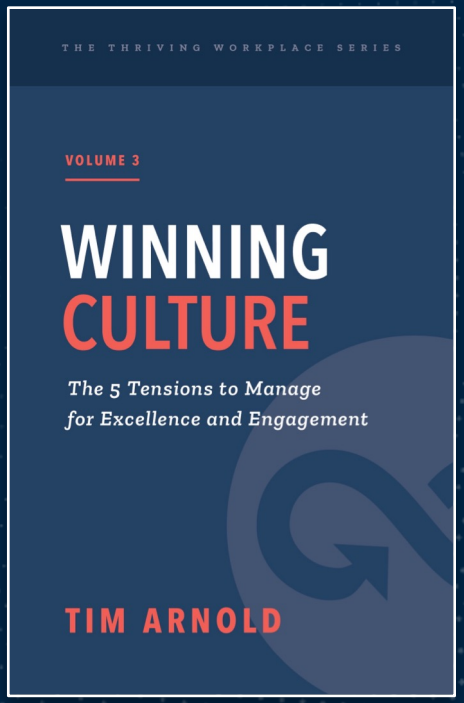
NEXT STEPS

timarnold.ca/resources

KEEP LEARNING
Slides & Resources

SIGN UP
Monthly Newsletter

STAY CONNECTED
Social Media & Beyond



THE RESEARCH

GALLUP Q^{12} META-ANALYSIS

2024 · 11th Edition

3,354,784

EMPLOYEES

183,806 business / work units

53 industries

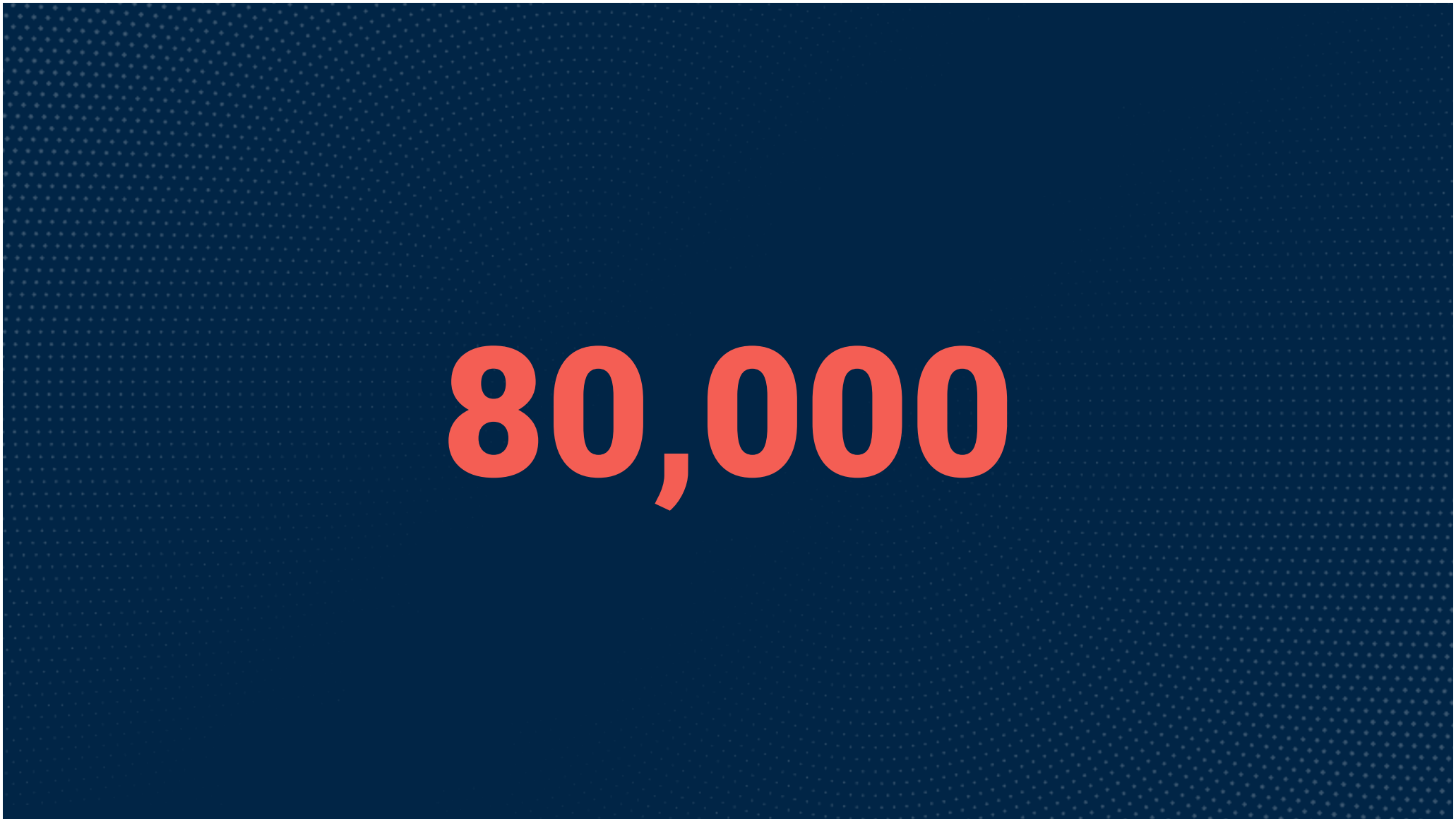
90 countries

80% Attraction

57% Retention

78% Less Absenteeism

23% Higher Profitability


80,000



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