

AT THE CROSSROADS OF CHANGE

A Proven Strategy for Transforming Organizational Culture

Background

In 1958, Canora, Saskatchewan residents started the process to create a credit union at a community meeting. 161 residents signed membership forms and deposited \$10,855. Canora Credit Union was incorporated April 28, 1959 as a side enterprise at a Saskatchewan Wheat Pool Elevator, a much needed financial institution in the community.

From that humble beginning, Crossroads Credit Union has grown to become a regional credit union with four branches in what is known as "Crossroads Country", serving over 6,500 member/owners.

Their Vision is that everyone in Crossroads Country has the Financial Confidence to succeed in any direction they choose, and it is their Mission to make it easy and beneficial for their member-owners to have a full relationship with them. As a financial cooperative, members have a say in how Crossroads is run.

Challenge

In the fall of 2018, members of Crossroads Human Resources Department contacted Human Synergetics with concerns about their business. Employee Engagement was low, turnover high, and there seemed to be leadership inconsistencies throughout the organization. There had not been any leadership training for quite some time. It was felt that the problem might lay with their organizational culture.

Initial conversations determined that Crossroads was not just interested in measuring their culture, but were willing to undertake recommended strategies to fix the problem. However, it was agreed that in order to focus their change efforts, they would need to know exactly what the problems were and how serious they were. Human Synergetics began the process of change with three crucial assessments: the Organizational Culture Inventory®, Leadership WorkStyles™, and a thorough Human Resources Audit. (Human Synergetics International has proven that Leadership styles and strategies, and the use of HR Systems are two of the major causal factors of culture.)



Approach

Crossroads wanted to change their organizational culture as quickly as possible. They knew that in order to do this efficiently and effectively, they would have to commit significant time and resources – which they did. They decided to provide leadership, teambuilding and individual contributor training.

The first step was to provide an intensive leadership development program that included training in organizational culture, leadership skills and attitudes, and team leadership; followed by one-on-one coaching. The Human Synergistics products that were used to enhance this training included the Culture Journey Map®; Leadership WorkStyles™ (self & 360), the Co-ach™ Simulation, Group Styles Inventory™ and Desert Survival™

The second step was to create a Culture Change Team that would be responsible for providing feedback to the rest of the staff on the Organizational Culture results and change strategies and initiatives, as well as solicit

feedback from members on additional ideas and solutions. It was also the responsibility of this group to keep the culture conversation alive and well.

The third step was to take a major step in providing a one-day training program for all staff. This staff development day focused on teambuilding, thinking “like a leader”, and culture training. The facilitators used the Life Styles Inventory™ (LSI) and Desert Survival as workshop aids. Participants also had the opportunity for one-on-one consultation concerning their LSIs.

The fourth step was to re-vamp the organization’s orientation program. Organizational culture and individual thinking styles were introduced into the program.

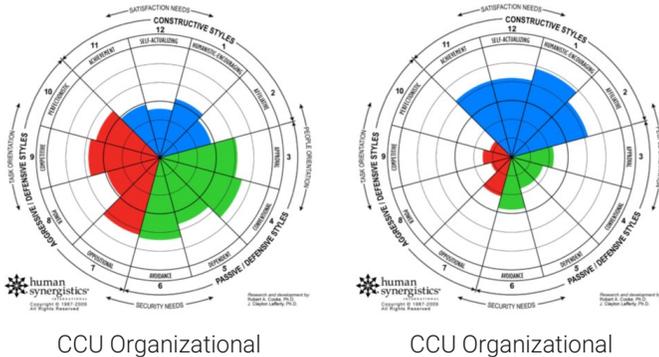
Because the OCI, GSI, LWS, and LSI are all circumplex based, and everyone in the corporation understands the various circumplex styles, talking the language of Constructive thinking and behaviour became a given at Crossroads.

“Our culture journey allowed the organization to let Members drive the experience. Where we came from to where we are today is very different.”



Results

The improvement in organizational culture is one of the most significant changes in Human Synergistics history:



+660%
NET PERCEPTION SCORE



+20%
EMPLOYEE ENGAGEMENT



+14.89%
“FULL RELATIONSHIPS”



+10%
CUSTOMER SERVICE