



A Proven Approach for Transforming Culture

At the Crossroads of Change. A Direction Worth Choosing.

A webinar series from Human Synergistics, Inc.

Agenda

- The Situation
- An Integrated Approach
 - Culture Measurement
 - Leadership Development
 - Staff Development
 - Culture *Remeasure*
- Key Learnings
- Q & A

Today's speakers



Allan Stewart
Human Synergistics, Canada



Mary McCulloch
Human Synergistics, USA

About Human Synergistics

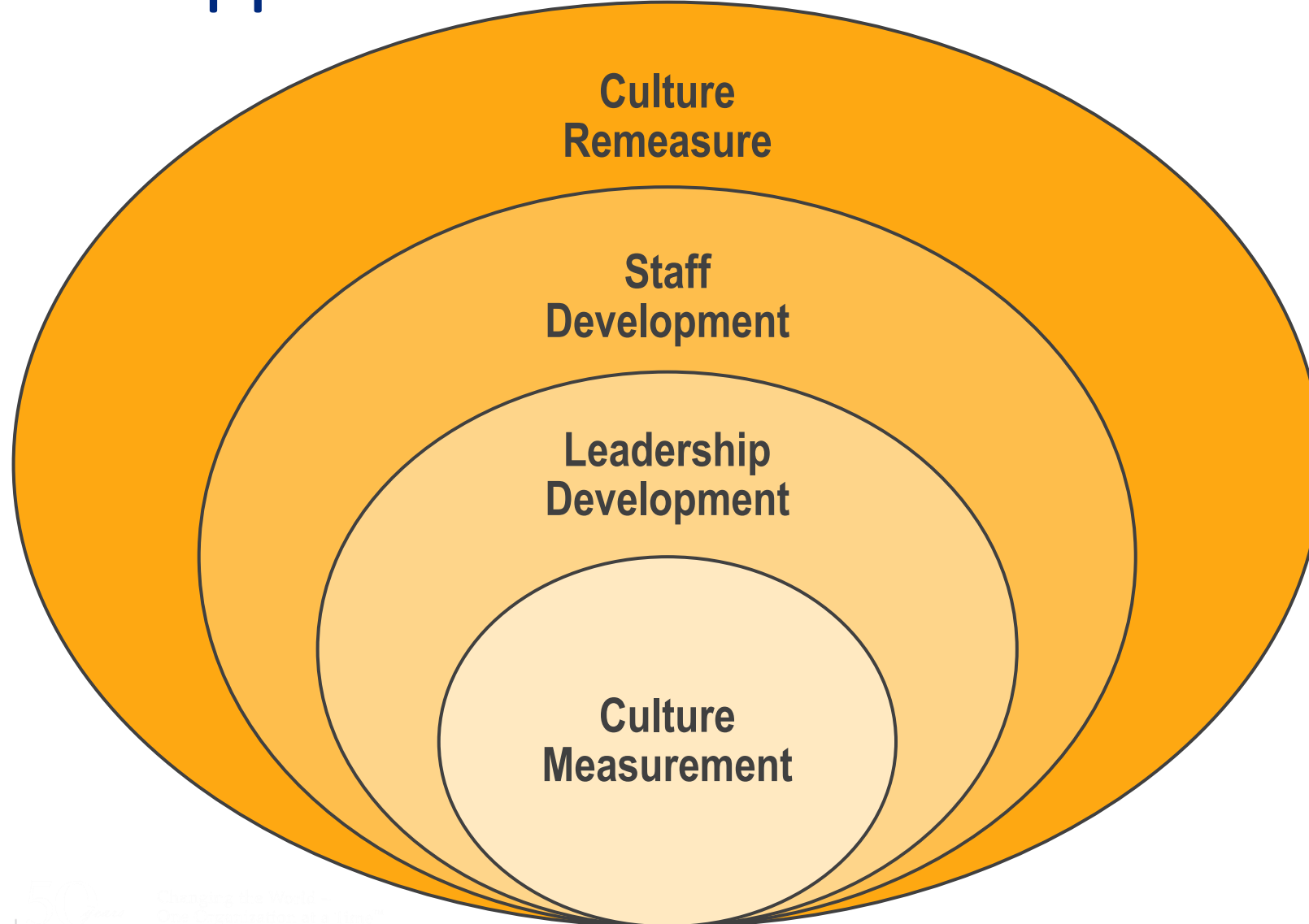
- Culture & leadership pioneers
- Integrated OD approach
- Extensive client & industry experience
- Global network



The Situation

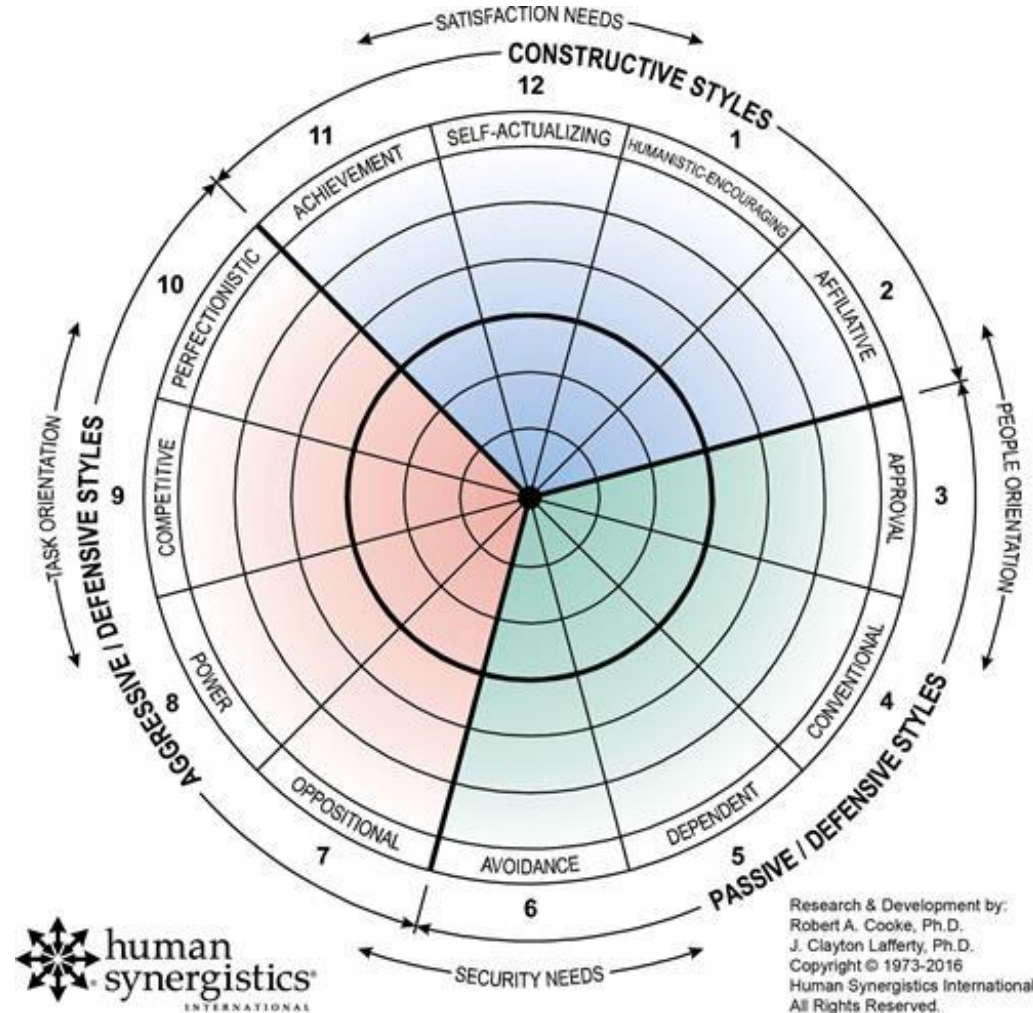
- Regional Credit Union in Saskatchewan, Canada
- Concerned about their people
 - Increased turnover
 - Reduced engagement
 - Inconsistencies across functions and locations

An Integrated Approach



The Human Synergistics Circumplex

- **Oppositional**
- **Power**
- **Competitive**
- **Perfectionistic**



- **Achievement**
- **Self-Actualizing**
- **Humanistic-Encouraging**
- **Affiliative**

- **Approval**
- **Conventional**
- **Dependent**
- **Avoidance**

Culture measurement

- Establish Time 1 benchmark
- Identify expected behavioral norms
- Understand current culture's impact on outcomes

Leadership development session (3 day)

- Team-building
- Culture learning session
- Culture measurement
- Leadership 360's
- Coaching simulation

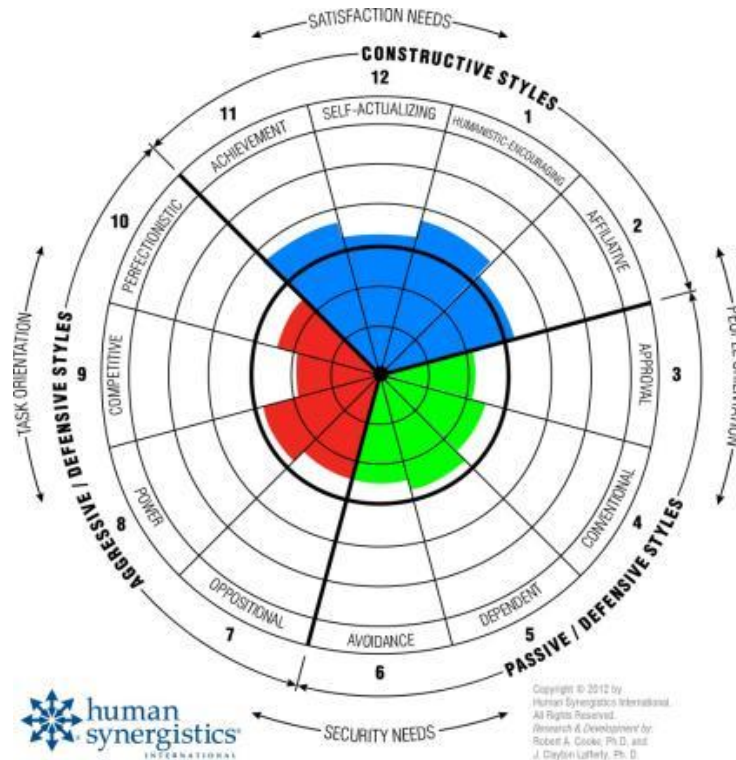


Launching with leaders

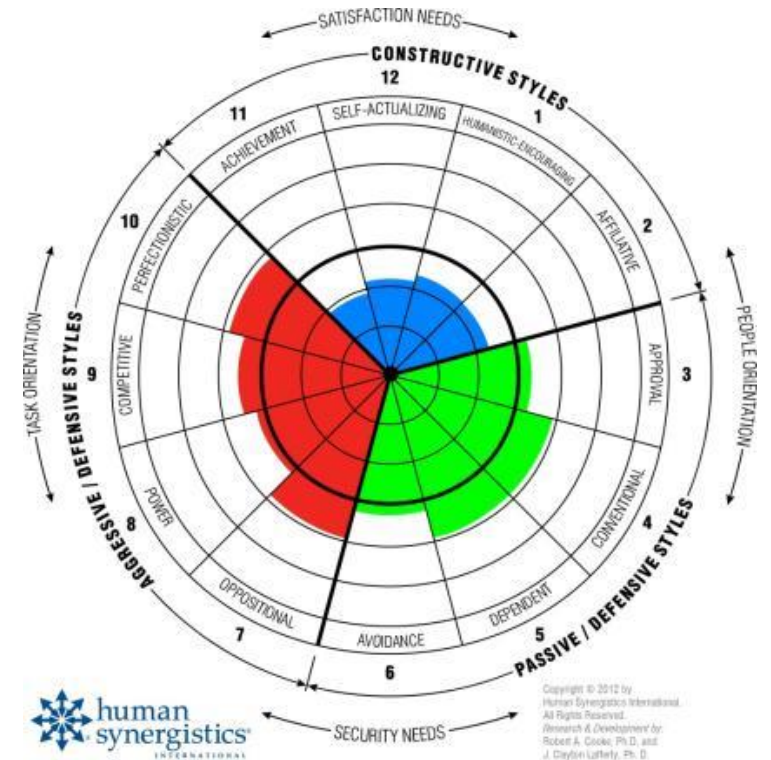
Desert Survival Situation™ and Group Styles Inventory™ (GSI)



10 Effective Groups



21 Less Effective Groups



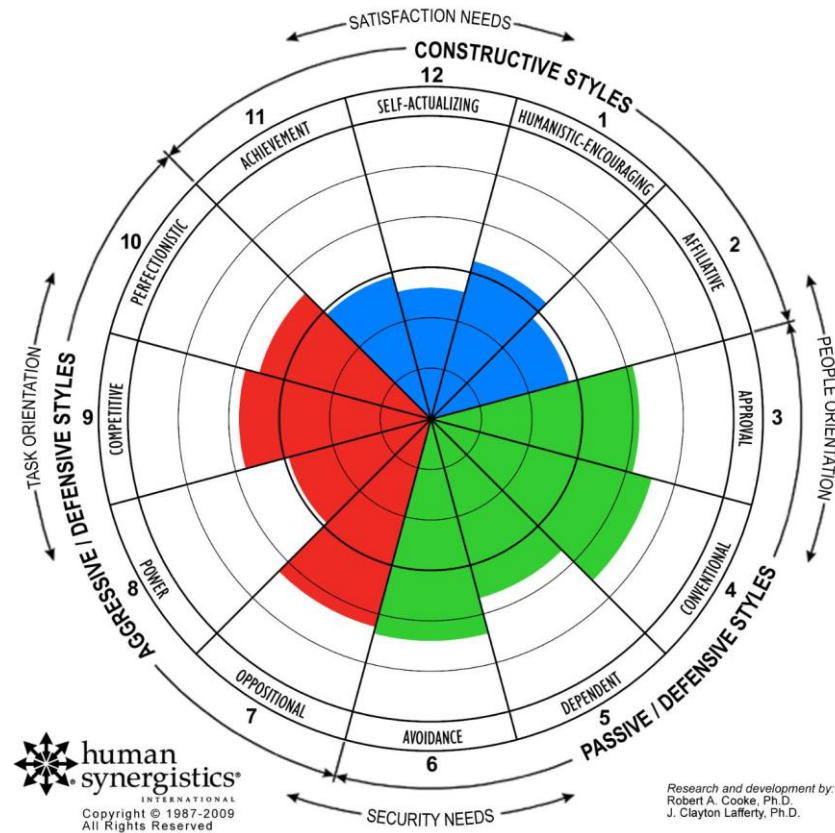
The Culture Journey Experience



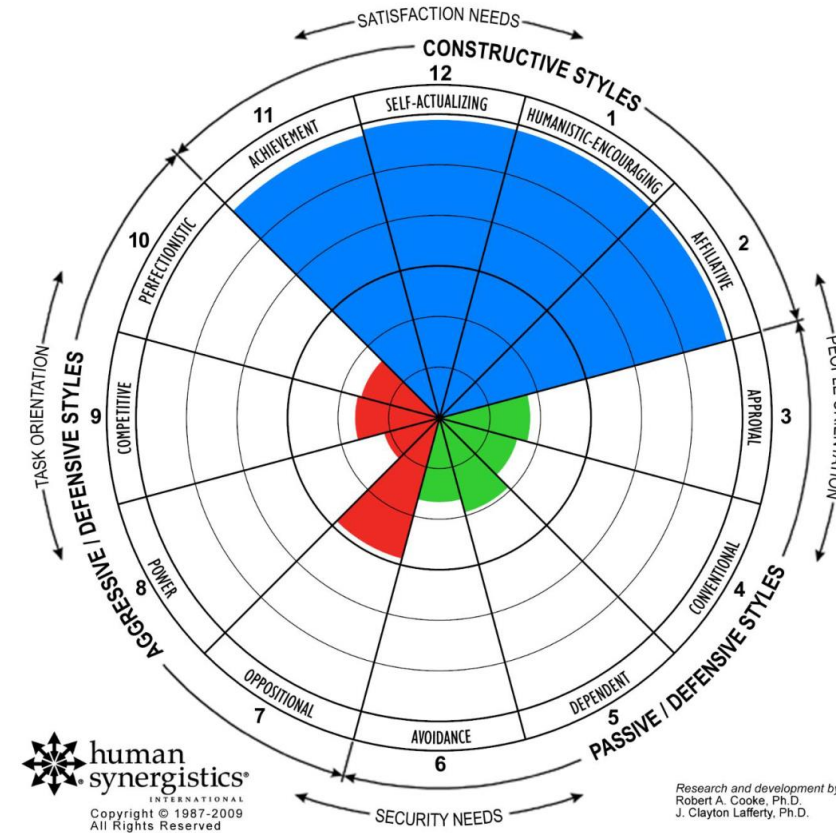
Current and Ideal culture profiles

Organizational Culture Inventory® (OCI®)

Current Culture

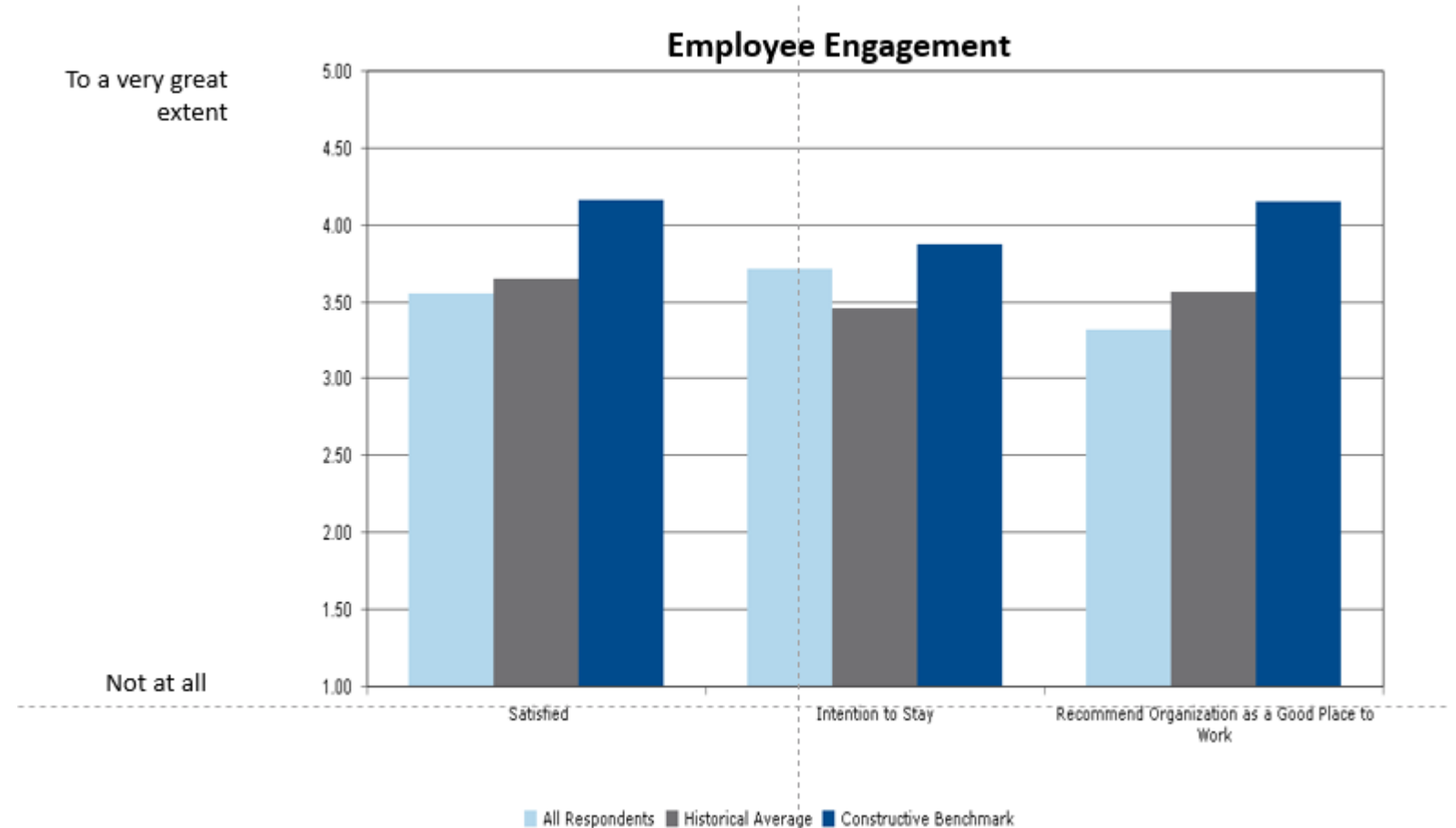


Ideal Culture



Outcomes of Culture

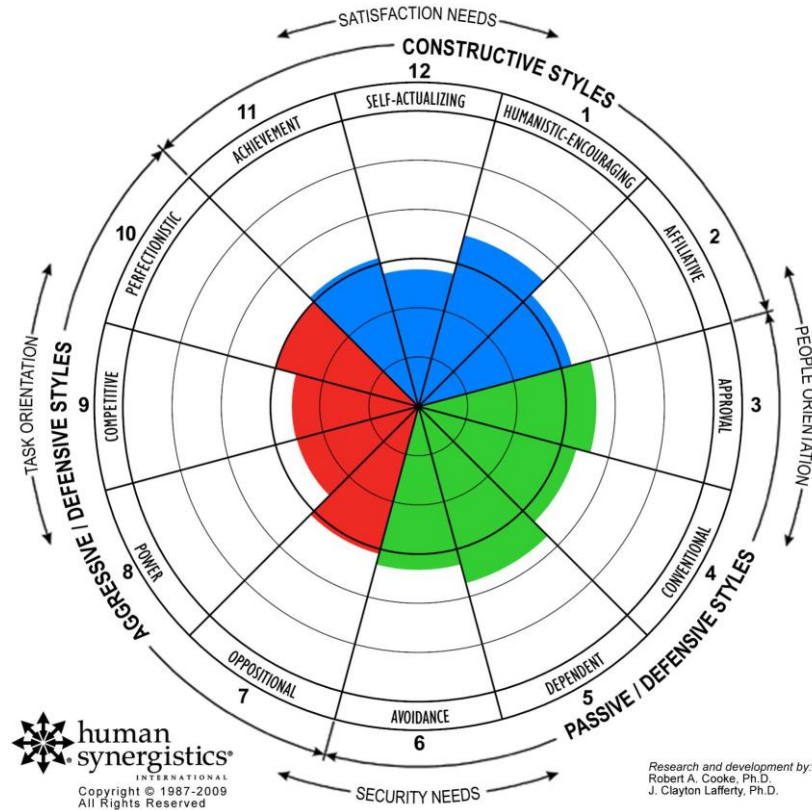
- Employee Engagement
- Quality of Service
- Role Clarity



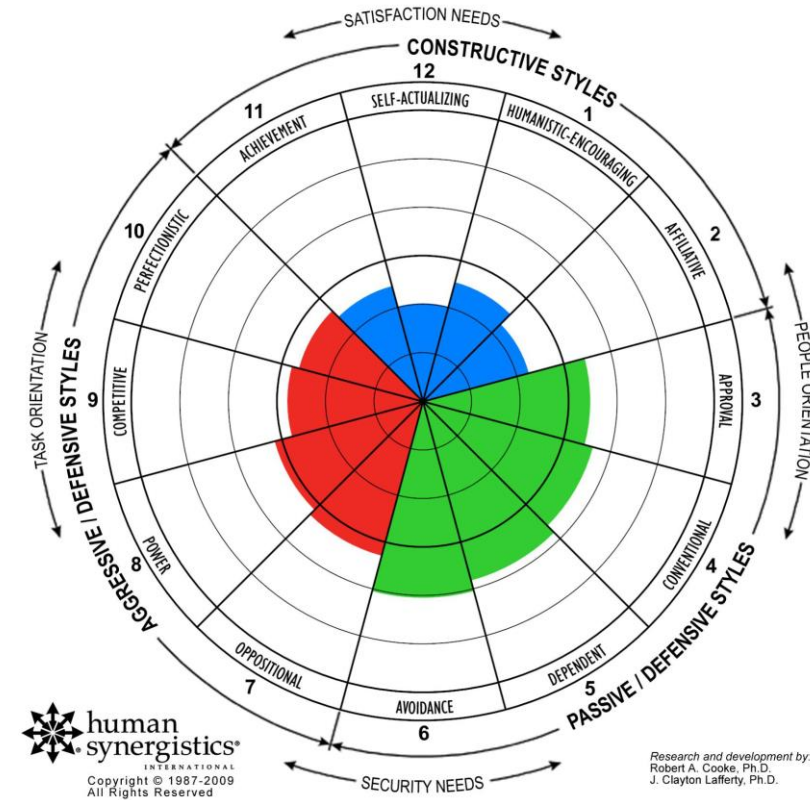
Leadership 360 assessment

ACUMEN® Leadership WorkStyles™ (LWS)

LWS
Self-Description Composite

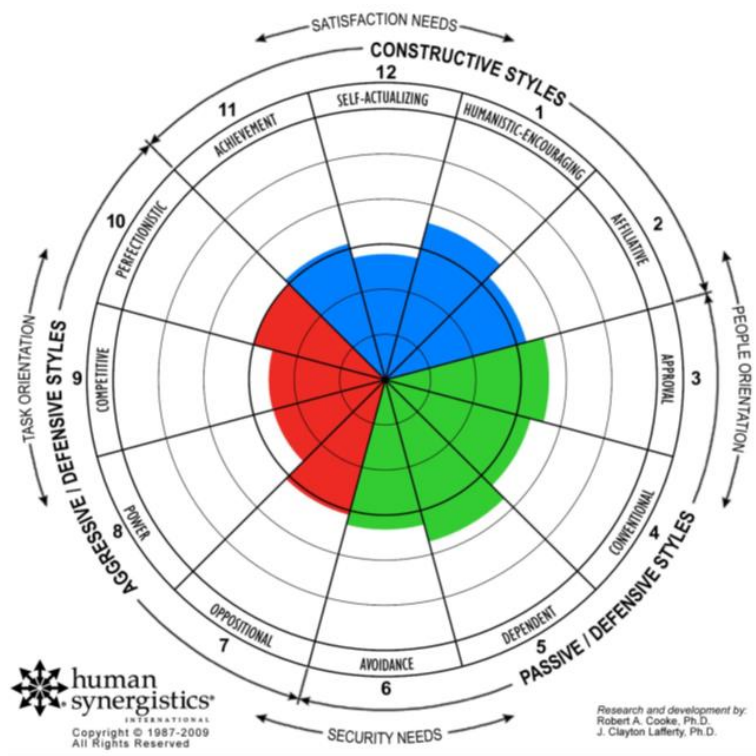


LWS
Description-by-Others Composite

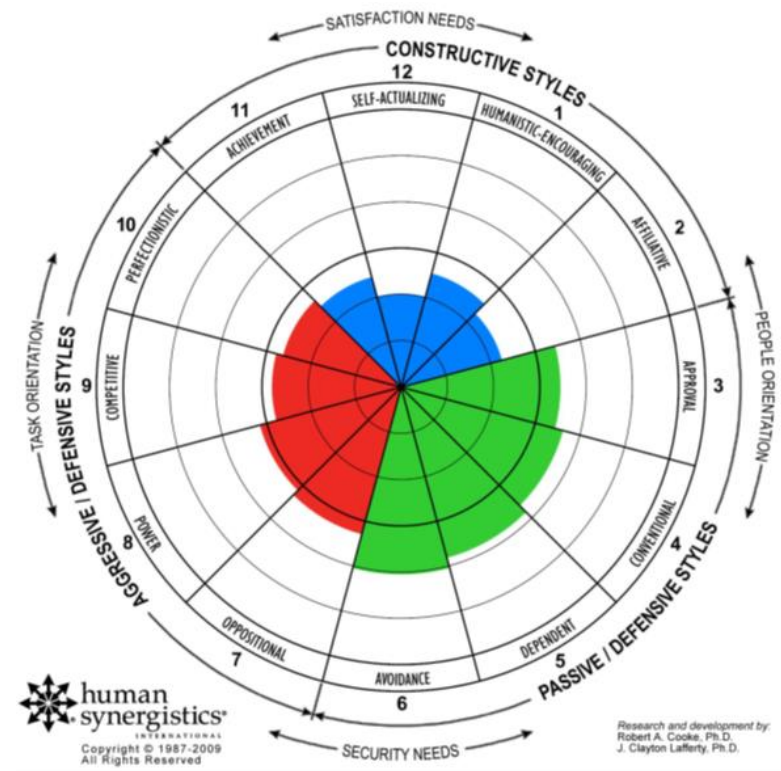


Leadership & Culture profiles

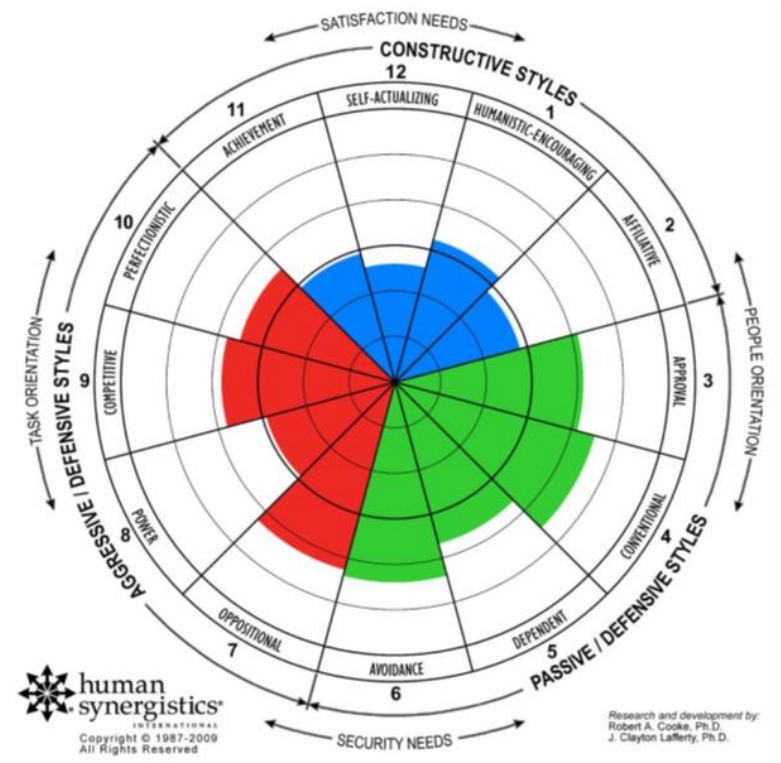
LWS
Self Composite



LWS
Others Composite



Current Culture



Coach simulation

- A teambuilding simulation set in a sport's environment
- Results are based on the 12 circumplex styles
- Enables participants to see how their personal styles “show up” during the simulation

Staff development session (1 day)

- Team-building
- Culture connections
- LSI self-assessment



Involving all staff

Desert Survival Situation™

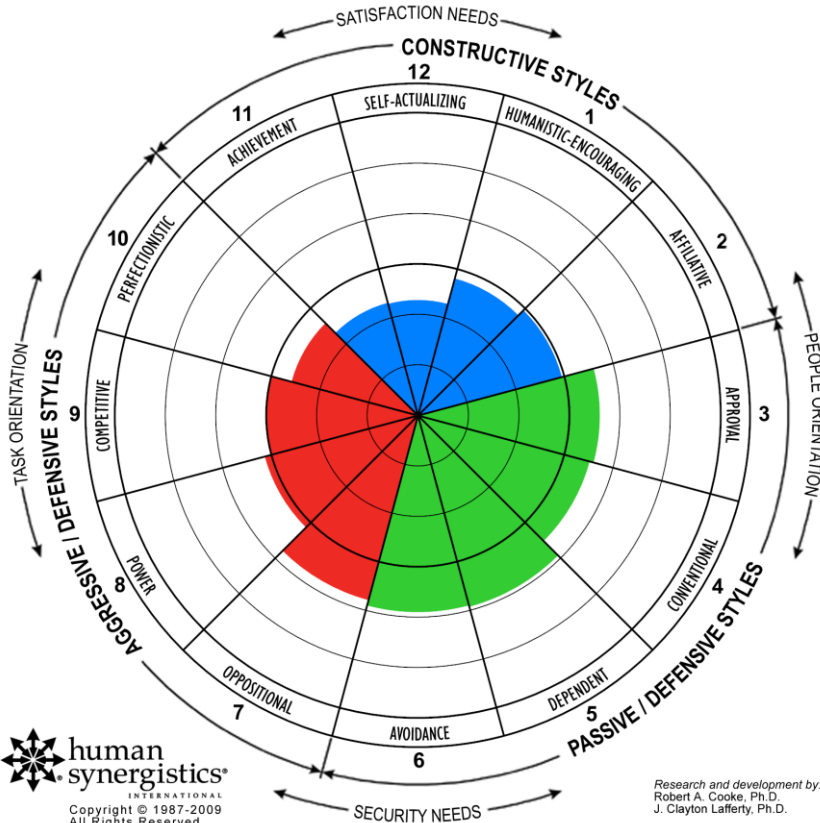


- Established teams of 5 – 6 participants to engage in a problem-solving simulation
- Approximately 50% of teams had a “gain score” = indicating that *team* results were better than the “average individual score”
- Our research shows that 75% of all teams have a gain score in survival simulations
- The client results were less effective than the average team
- Linked team results to their Culture results

Individual self-assessment

Life Styles Inventory™ (LSI)

All Non-Management Staff Self Composite Profile



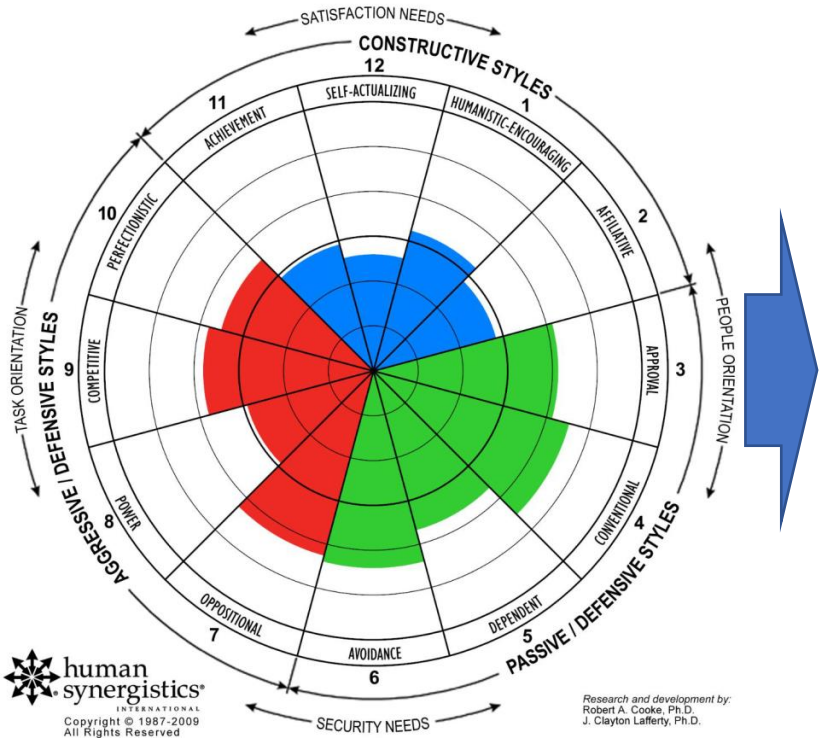
- Agenda
 - LSI group debrief
 - One-on-one sessions (volunteer)
- Note the similarity to all the other profiles!

Culture remeasure

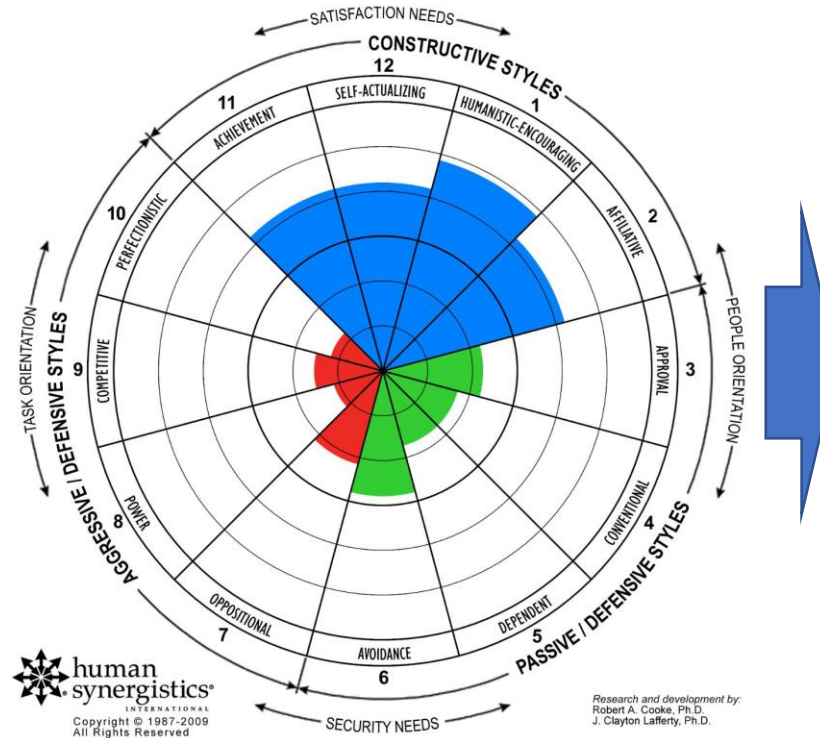
- Compare Time 1 vs. Time 2 results
- Track progress and improvements

Culture transformation from 2018 - 2020

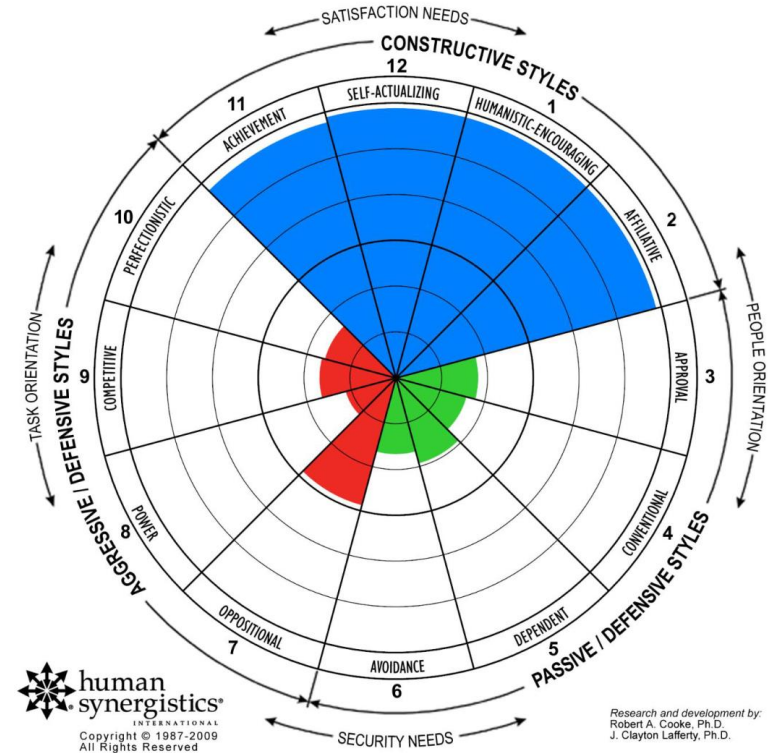
Current Culture 2018



Current Culture 2020



Ideal Culture



Significant Change

	<i>Past</i>		<i>Present</i>		<i>Future</i>
	November 2018 %ile	Change	2020 %ile	Gap	Ideal %ile
Constructive					
Humanistic-Encouraging	56	+32**✓	88	-10	98
Affiliative	46	+32**✓	78	-20	98
Achievement	48	+30*✓	78	-20	98
Self-Actualizing	40	+38**✓	78	-20	98
Passive/Defensive					
Approval	77	-46**✓	31	+30	1
Conventional	83	-62***✓	21	+20	1
Dependent	67	-46**✓	21	+20	1
Avoidance	81	-36**✓	45	+44	1
Aggressive/Defensive					
Oppositional	79	-50**✓	29	+18	11
Power	48	-36**✓	12	+11	1
Competitive	70	-52***✓	18	+16	2
Perfectionistic	63	-50***✓	13	+11	2

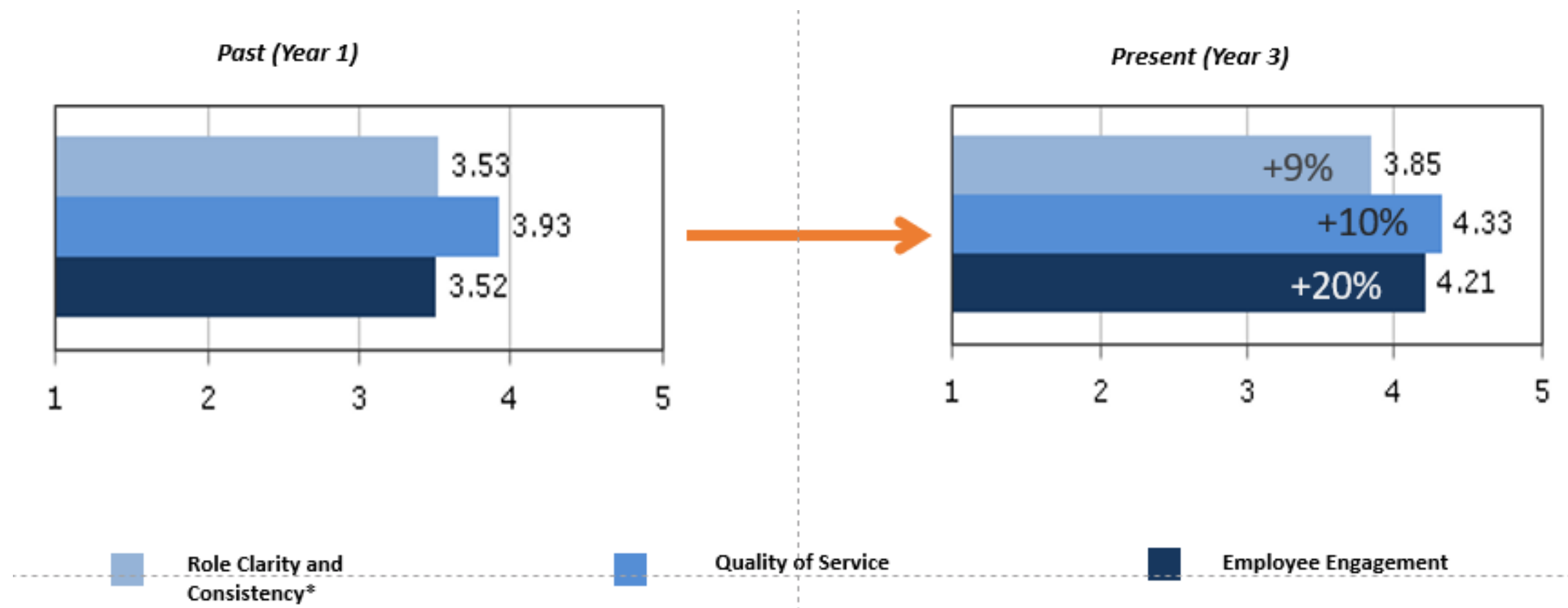
Listed below are **November 2018**, **2020**, and **Ideal** percentile scores for the 12 styles measured by the OCI. Positive **Change** and **Gap** scores for the Constructive styles and negative scores for the Defensive styles are desirable. **Change** scores in the desired direction are checked (✓) with significance levels denoted by asterisks.

Note: Percentile scores potentially range from 1 to 99.

*p≤.05; **p ≤.01; ***p ≤.001 (Calculated on raw scores).

Outcomes & improvements

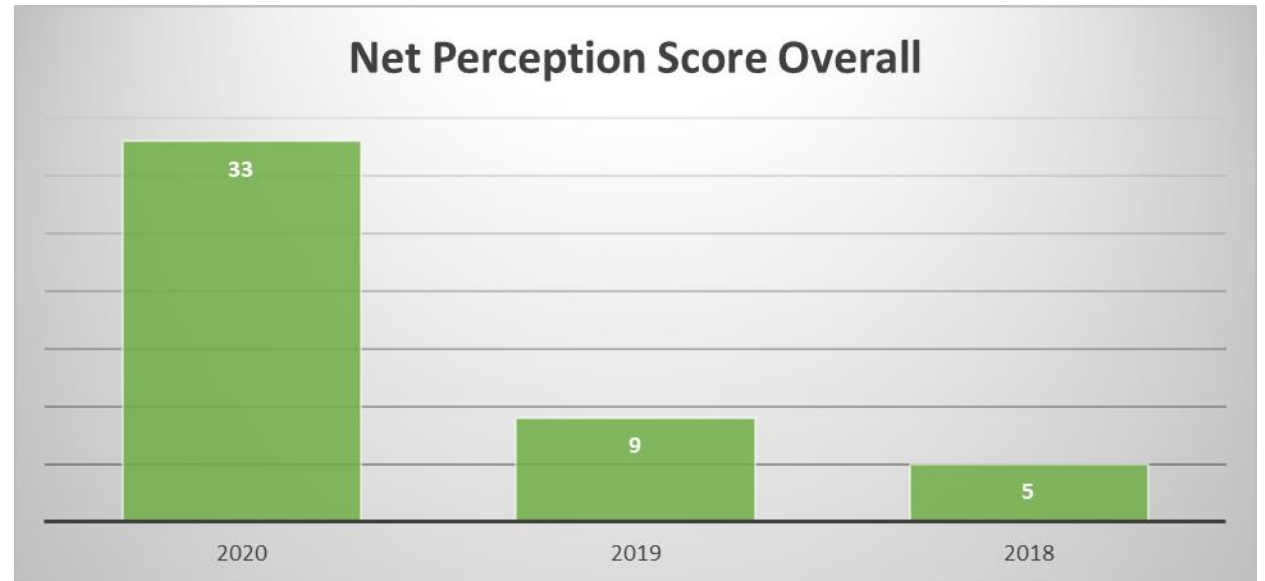
Role Clarity, Quality of Service and Employee Engagement



2020 results on the OCI Outcomes are presented below along with Past (November 2018) results and Constructive Benchmarks (Future).

Independent employee survey

- Measures employee perception of organization
- Prior to 2018, net score was low for several years
- 2020, net score jumps 5 to 33 in two years



Staff reactions...



- *Our staff is “rowing in the same direction” to make it a reality.*
- *In 2 years, we grew 9.3%. And in 3 years from 2018 to 2021 we increased our Full Relationships by 14.89%.*
- *Our culture journey allowed the organization to let Members drive the experience. It isn’t always easy to measure but from where we came from to where we are today is very different.*

Key learnings

- The value of an integrated assessment approach
- The importance of beginning with measurement
- How involvement reinforces engagement, learning, and buy-in
- Why remeasurement is essential to progress and achieving target outcomes



Q & A





Thanks for joining us!

For questions & assistance, contact us...

Mary McCullock
mary.mccullock@humansynergistics.com
humansynergistics.com

Allan Stewart
astewart@hscanada.ca
hscanada.ca

About Human Synergistics

Culture & Leadership Pioneers

- Founded in 1971
- Among the first to develop and validate 360-feedback assessments and organizational culture surveys

Global Presence

- US offices in Chicago and Detroit
- 13 international offices

Wide Product Range

- More than 40 assessments including the renowned *Organizational Culture Inventory*® & *Life Styles Inventory*™
- Ubiquitous team-building simulations including the original *Desert Survival Situation*™

Extensive Client Experience

- Thousands of projects and respondents in all types of organizations—from preschools to nuclear power plants
- Fortune 500 and Ivy League University clients

Global Network

- Global Change Circle (GCC) includes 3100+ accredited practitioners around the world

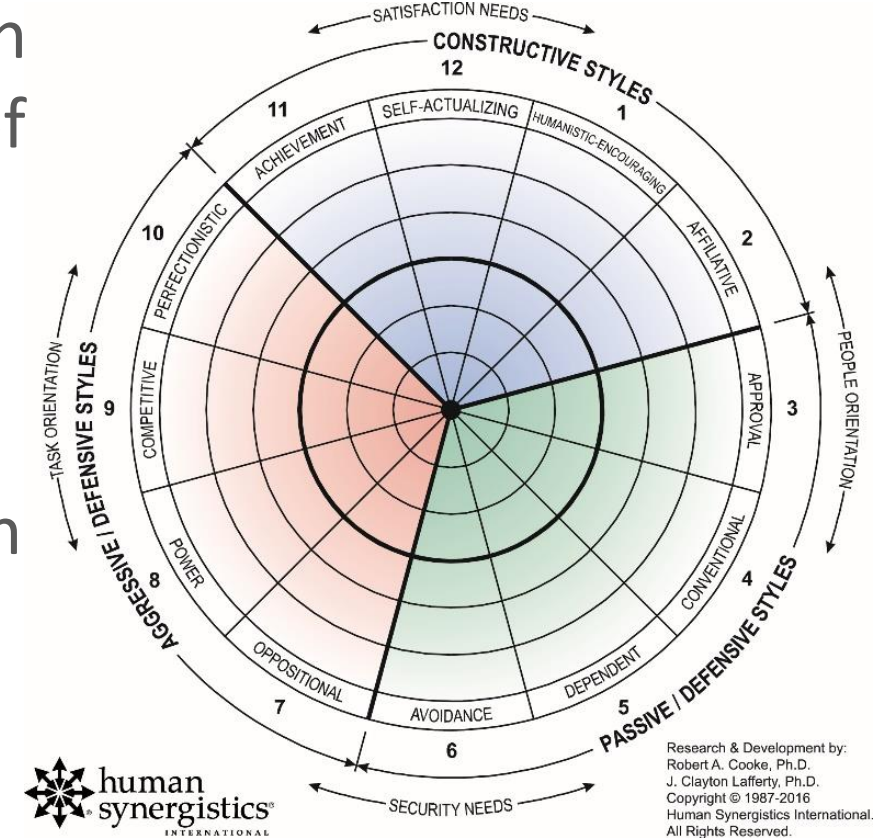
Integrated OD Approach

- Research-based & published “How Culture Works” model
- Integrated diagnostic system including individuals, leaders, teams, and the organization (culture)
- Processes for change and development

Benefits of our Integrated Diagnostic System

Facilitate organization development and change at all levels

- Common language and integrated approach to develop constructive styles at all levels of the organization
- Baseline and development approach
- Research based
- Tied to performance and results, so you can ensure movement in a positive direction.
- Focused on behaviors “the how”, results, outcomes, and effectiveness



Integrated instruments for the leadership session



Organizational Culture Inventory® (OCI®)

- Culture Survey
- Measures “what is expected” and “what is preferred”



ACUMEN® Leadership WorkStyles™ (LWS)

- Self or 360 Assessment
- Measures the thinking and behavioral styles of leaders



The Culture Journey Experience

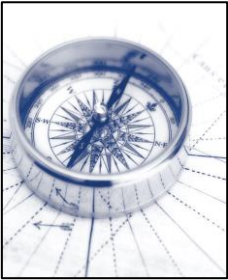
- Culture Learning Activity



Coach Co-Achieving

- Leadership Simulation
- Develop an achievement orientation in workplace

Integrated instruments for the staff session



Life Styles Inventory™ (LSI)

- Self or 360 Assessment
- Measures the thinking and behavioral styles of individuals



Survival Situation Simulations (Sims)

- Teambuilding Simulations
- Improve team problem-solving and effectiveness



Group Styles Inventory™ (GSI)

- Team diagnostic
- Measure group interaction and effectiveness