2014 | Where We Started

We had conducted employee satisfaction surveys for 10 consecutive years, and then paused during the recession.

Our current president and CEO wanted to understand our culture and:
- Gain a better understanding of HKS culture
- Understand employee beliefs about "what is expected" at HKS
- Understand roadblocks to employees taking the most successful actions
- Address underlying negative perceptions that block employee success

2015 | Results of Culture Survey

Meetings with individual office leadership to review their results and discuss the cultural attributes that were creating the climate in their office and resulting behaviors. Together, we created 3 actionable goals. Office leadership engaged staff by reviewing results and discussing the goals; together with staff determined best approach to implement the goals.

Firm-wide Outcomes/Initiatives
- Created ELEVATE PDP
- Professional + performance development program, not linked to compensation/promotion
- Managers meet with members 3x/year

Levers for Change
- Role Conflict / Role Clarity
- I have to think differently / don’t “fit in” at HKS

2016 | Second Culture Survey

The second culture survey revealed 2 improvements: staff members’ engagement shown in “The Stats” growth in the Constructive Styles and reduction in both the Aggressive and Passive/Defensive Styles.

Once again we met with the individual office leadership to review their results and discuss the cultural attributes that were creating the climate in their office and resulting behaviors.

Firm-wide Outcomes/Initiatives
- 1st year ELEVATE Professional Development Plan
- 50% firm-wide engagement
- DISC Workplace training
- Trained 200 people

Levers for Change
- Fairness of Appraisals
- Training & Development

2017 | Defining the From/To Shift

Biggest Gaps: Constructive Style
- Ideal vs. Current
  - Help others to grow and develop (Humanistic-Encouraging)
  - Maintain personal integrity (Self-Actualizing)
  - Treat people as more important than things (Affiliative)

Biggest Gaps: Aggressive/Defensive & Passive/Defensive Styles
- Ideal vs. Current
  - Maintain an image of superiority (Competitive)
  - Play politics to gain influence (Power)
  - Never be the one blamed for problems (Avoidance)

Top 3 Constructive Styles
- Current Culture
  - Pursue a standard of excellence (Achievement)
  - Cooperate with others (Affiliative)
  - Deal with others in a friendly, pleasant way (Affiliative)

2018 | What’s Next?

Connecting From/To Shift to Responsible Design
- strategic priority

From/To Shift | How HKS is Improving Culture

From
- Client and project focus

To
- Five stakeholder focus

Addressing From/To Shift in our work

From
- Command and control
  - Saying what’s popular
  - Working as “I”
  - That’s not my job/problem
  - Good intentions
  - Errors as failures
  - Status Quo

To
- Empowering the team
  - Saying what you believe is true
  - Working as “we”
  - Personal accountability
  - Targeted outcomes
  - Errors as learning opportunities
  - Collaborative, be inclusive

Firm-wide Initiatives
- Launch 2018 Culture Survey
- Leadership Development program with Root Compass
- Continued development of the ELEVATE Platform: Peer Review, Stay Interview, Benchmark (for roles)