

HKS CULTURE STORY

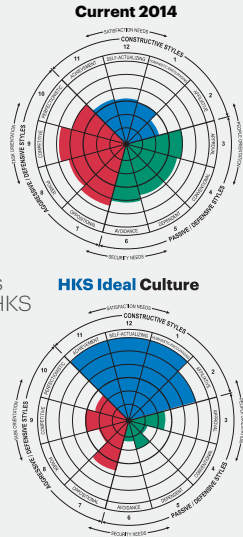
2014 | Where We Started

Employee satisfaction surveys for 10 years

We had conducted employee satisfaction surveys for 10 consecutive years; we 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

The Stats | 810 invited | 556 completed | 68.6% response rate

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 Stats | 1,028 invited | 972 completed | 94.6% response rate

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

Moving the Needle | Identifying the Current Culture

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

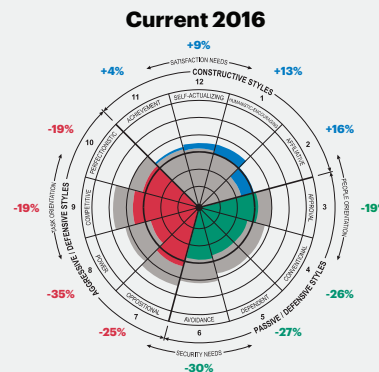
- Maintain an image of superiority (Competitive)
- Play politics to gain influence (Power)
- Never be the one blamed for problems (Avoidance)

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)

Firm-wide Outcomes/Initiatives

- HKS.edu Leadership Development Program
- StrengthsFinder training
- From/To Shift
- ELEVATE becomes a platform: Professional Development, Team Review, New Hire



2018 | What's Next?

From/To Shift | How HKS is Improving Culture

Connecting From/To Shift to Responsible Design strategic priority

From	To
Client and project focus	Five stakeholder focus

Addressing From/To Shift in our work

From	To
Command and control	Empowering the team
Saying what's popular	Saying what you believe is true
Working as “I”	Working as “we”
That’s not my job/problem	Personal accountability
Good intentions	Targeted outcomes
Errors as failures	Errors as learning opportunities
Status Quo	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)