

# Creating a Thriving Culture in 2022

Kathy Hagler – K2OHSolutions

Cathleen Cooke – Human Synergistics



50 years

Changing the World –  
One Organization at a Time™

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# Today's Speakers



Kathy Hagler



Cathleen Cooke



50 years

Changing the World –  
One Organization at a Time™

Research and Development by:  
Robert A. Cooke, Ph.D. and J. Clayton Lafferty, Ph.D.



# CREATING A THRIVING CULTURE IN 2022

01-19-22

With Human Synergistics International

by Dr. Kathy Hagler

# MY MENTORS

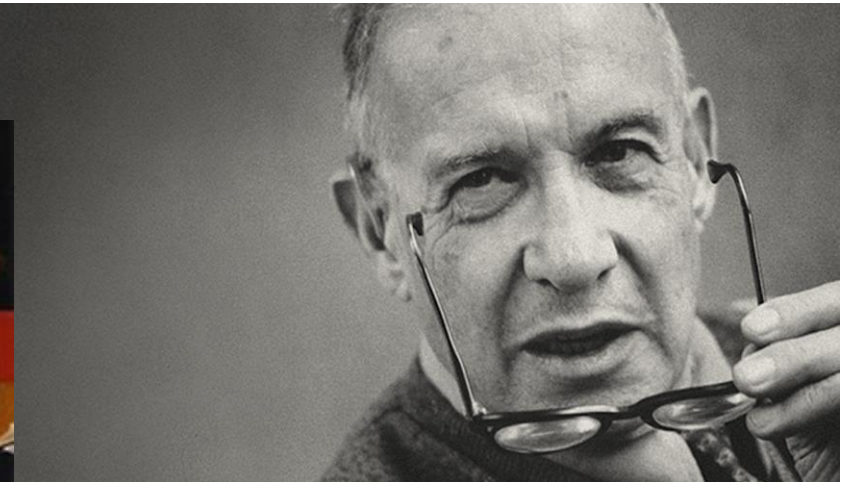
Dr. Deming and Dr. Hagler



**PETER DRUCKER:**  
Friend and Major Professor



**MYRON TRIBUS:**  
Friend and Coach



# ORGANIZATIONS OF CHARACTER MODEL

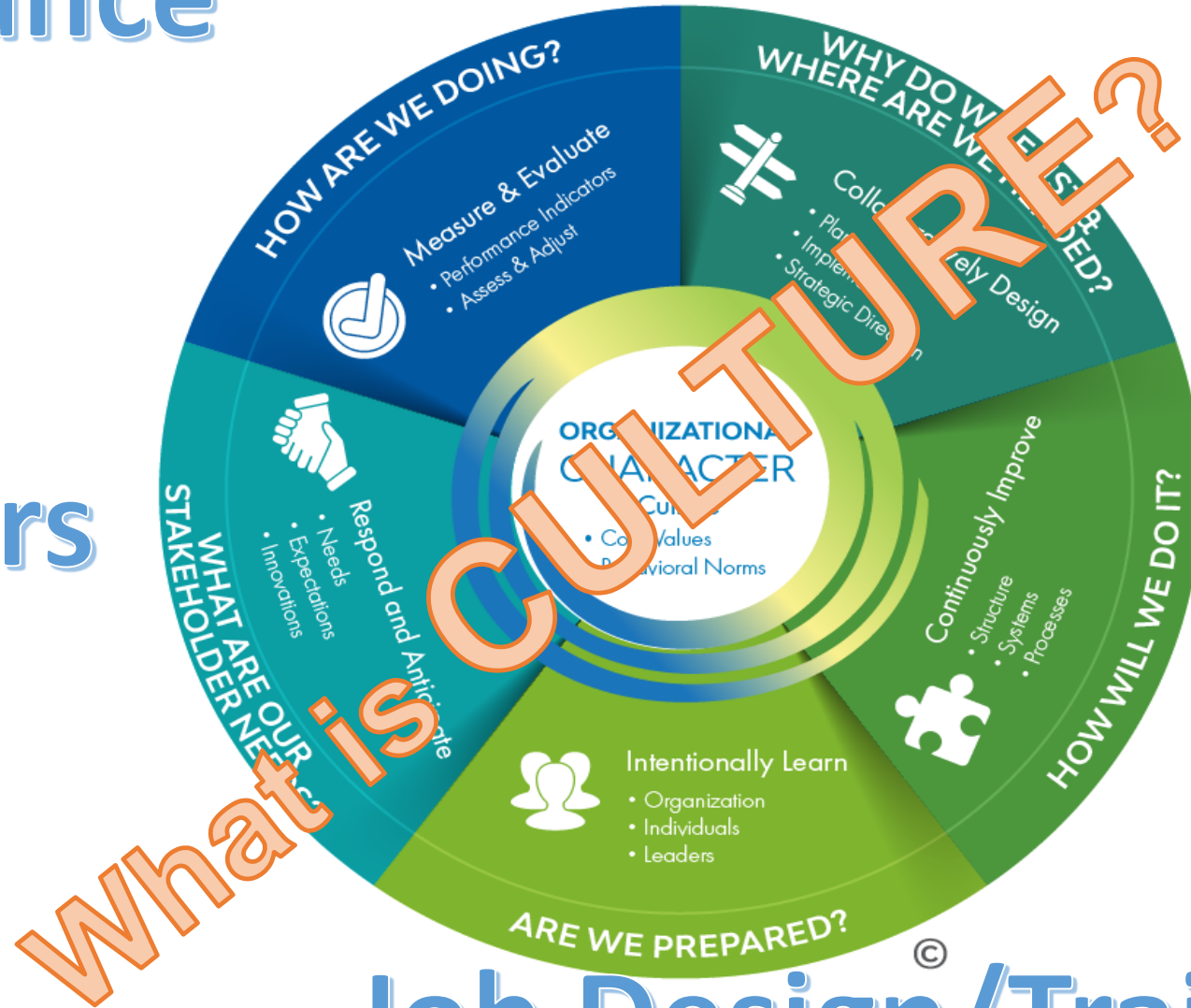
## CLIMATE

Performance

Strategy

Customers

Processes



Job Design/Training ©



# **YOUR CULTURE: THRIVING OR BROKEN?**

**“Do not be dismayed by the brokenness of the world.  
All things break. And all things can be mended.  
Not with time, as they say, but with intention...”**

**L.R. Knost**



# DID YOU KNOW ?



The BRAIN: THE RADIO

The MIND: THE PROGRAMMING YOU HEAR ON THE RADIO-  
BOTH CONSCIOUS AND SUBCONSCIOUS

An iceberg floating in the ocean. The small tip above the water represents the conscious mind, while the much larger submerged part represents the subconscious mind. The sky is blue with light clouds, and the water is a deep blue.

CONSCIOUS MINDS  
OF PEOPLE = 5%

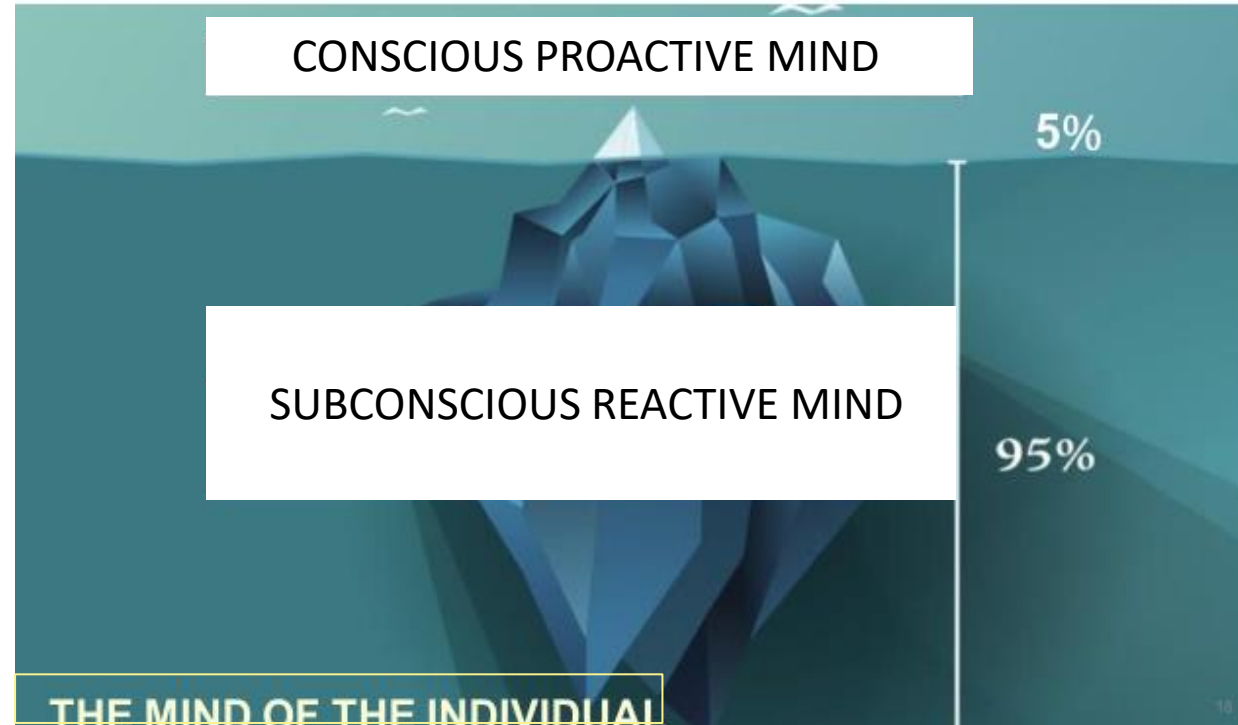
SUBCONSCIOUS MINDS  
OF PEOPLE = 95%

**Culture  
is the**

**Subconscious Minds  
of the People = 95%**



# THE POWER OF INDIVIDUAL BELIEFS AND VALUES



**“95% of human cognition  
is unconscious.”**

Gerald Zaltman, Ph.D. - Harvard Business School  
Researcher

# THE POWER OF CULTURE and CLIMATE



## Conscious Climate Behaviors



## Subconscious Culture Beliefs, Habits, Values

# CLIMATE

CONSCIOUS MIND

BEHAVIOURS

ACTIONS

5%

WORDS

EMOTIONS

FEELINGS

HARDWIRED  
DEFENSIVE BELIEFS  
PERCEPTIONS HABITS

95%

THOUGHTS

**FEAR**



# CULTURE

HARD-WIRED BELIEFS

SUBCONSCIOUS MIND

## ORGANIZATIONAL CULTURE AND CLIMATE

# CULTURE

CLIMATE



The **BELIEFS AND HABITS** of all the people

- Hard-wired and Automatic
- Reactive
- Survival oriented and fear-based
- Secret Sauce: Measurable with HSI
- HSI assessment provides Current and Ideal Language of our emotions
- Reciprocally interactive with Climate—changes climate for good or not good!
- Collectively (Climate and Culture) responsible for driving organizational performance.

CLIMATE



# ORGANIZATIONS OF CHARACTER HEAL BROKEN CULTURES

by

## STOPPING broken thoughts and feelings

- ADMIT and SHIFT: Fear of failure by repurposing to courage

## COURAGEOUSLY facing fears

- ASSESS and VISUALIZE: Current & Ideal Culture

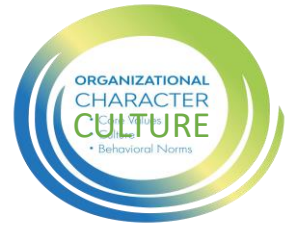
## ALLOWING connection with others

- IDENTIFY and ANALYZE:
  - Cultural beliefs that support and block the Ideal Culture
  - Climate levers that will improve the culture reciprocally

## REINVENTING actions and take the first step

- CREATE:  
'Organizations of Character' with Constructive Cultures and Effective Climates

## SHARING their story



# F.I.T. TO THRIVE IN 2022

## 1. Fear:

THE FIVE STEPS S.C.A.R.S MODEL

## 2. Identify Subconscious Beliefs:

ORGANIZATIONAL CULTURE INVENTORY

(IDEAL and CURRENT INVENTORIES)

## 3. Thrive by Consciously Creating:

An ORGANIZATION OF CHARACTER

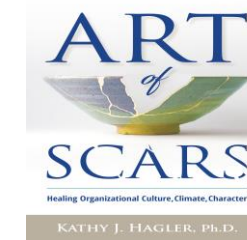


# HOW DOES THIS REALLY WORK?

# HEALING THE BROKEN ORGANIZATION

❖ FIVE STEPS TO BE AN ORGANIZATION OF CHARACTER

Five Steps:  
S.C.A.R.S.



Organizations  
of Character



❖ BIG BROTHERS BIG SISTERS CULTURE STORY



❖ SECRET SAUCE of THRIVING  
OCI: CURRENT AND IDEAL  
(ORGANIZATIONAL CULTURE INVENTORIES)





# FIVE STEPS (S.C.A.R.S) TO ORGANIZATIONAL HEALING

## **S**TOP broken thoughts and feelings

- **ADMIT and SHIFT:**

Fear of failure by repurposing energy to courage

## **C**OURAGEOUSLY face fears

- **ASSESS and VISUALIZE:**

Current & Ideal Culture

## **A**LLOW connection with others

- **IDENTIFY and ANALYZE:**

- Cultural beliefs that support and block the Ideal Culture
- Climate levers that will improve the culture reciprocally

## **R**EINVENT actions and take the first step

- **CREATE:**

'Organizations of Character' with Constructive Cultures and Effective Climates

## **S**HARE your story

# BIG BROTHERS BIG SISTERS CULTURE STORY

(Quotes from “Art of Scars”)



## **BBBS: STOP** broken thoughts and feelings

- “Fourth straight deficit year
- Absence of strong leadership
- Absence of donors
- Closing the door loomed near and soon.”

## **BBBS: COURAGEOUSLY** face fears

- “New leadership courageously faced reality.
- Recognized their intense desire to survive
- Sought support to heal brokenness ...
- Gave culture inventories to board, staff, donors, and bigs.”

## **BBBS: ALLOW** connection with others

- “Team consciously observed gaps between Ideal and Current Cultures;
- Realized defensive subconscious beliefs: No articulation of vision, mission, strategies (hidden in plain sight!), ambiguous goals; poor job design
- Named goals to transform the culture.”

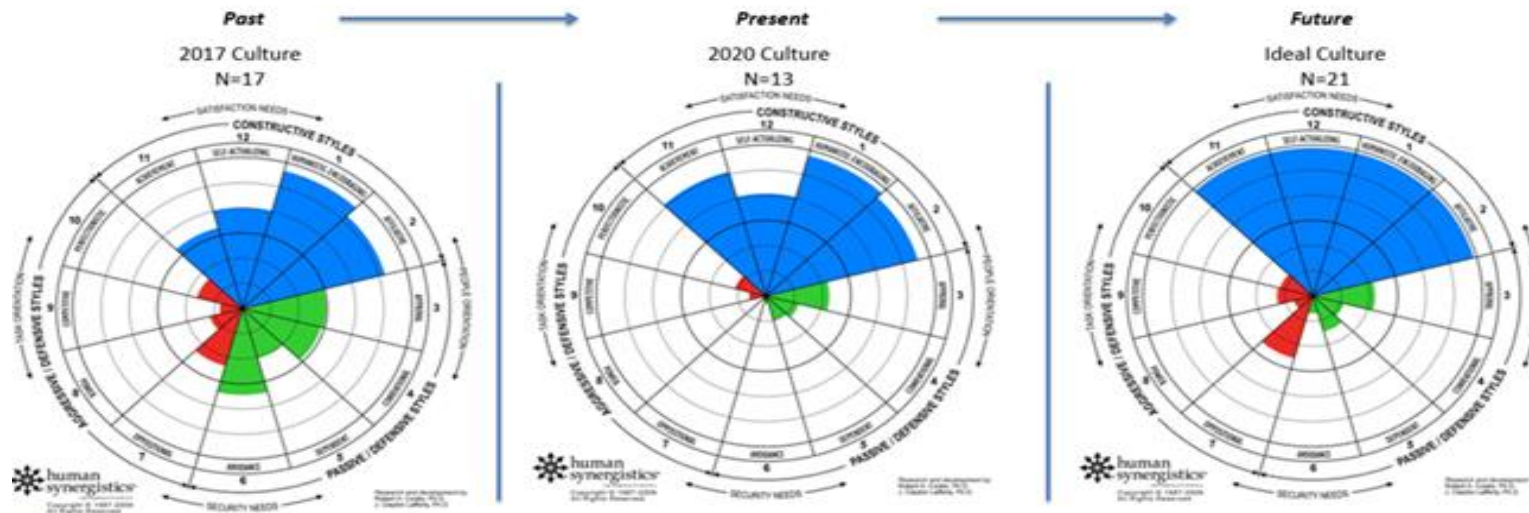
# BIG BROTHERS BIG SISTERS CULTURE STORY

## BBBS: REINVENT actions, take the first step

- “Collaborative strategic planning gave fresh energy ..
- Biggest changes in Achievement style.
- Achievement norms increased from below average to 90<sup>th</sup> percentile
- Avoidance behaviors were virtually eradicated
- In three years, the 2020 profile is markedly similar to the Ideal culture
- As a result, they became powerful beyond belief!

### Change in Culture over Time

2017 OCI (Past) results are profiled below along with Current OCI (Present) results along with the Ideal (Future) for comparison purposes.



# BIG BROTHERS BIG SISTERS CULTURE STORY

## BBBS: **SHARE** your story (2020)

- Board transitioned to visioning and fundraising, cultivating expanded donor relationships.
- Achieved visible positive outcomes to promote the BBBS brand and serve additional children
- They created an Organization of Character—trustworthy, respectful, responsible, fair, caring and community-focused.



**BIGGERTOGETHER**

Big Brothers Big Sisters.  
OF SOUTHWEST IDAHO

**MAGICAL MOMENTS**

THURSDAY, MAY 6TH, 2021

**SOLD OUT**

MORE INFO

# BIG BROTHERS BIG SISTERS CULTURE STORY

**BBBS: SHARE** your story: (2021)

## AN ORGANIZATION OF CHARACTER

- Gifted a facility by a new donor
- Maintained healthy operating reserves
- Created successful strategic path during the pandemic
- Provided new services to Littles and their families
- Set new goal for 15% increase per year in Big/Little matches in underserved communities

# BIG BROTHERS BIG SISTERS CULTURE STORY

## **S**TOP broken thoughts and feelings

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- CREATE:  
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## **S**HARE your story



WILL YOUR ORGANIZATION BE **F.I.T.** IN 2022?

1. **Fear**: THE FIVE STEPS S.C.A.R.S MODEL

2. **Identify Subconscious Beliefs**:  
ORGANIZATIONAL CULTURE INVENTORY

3. **Thrive by Consciously Creating**:  
An ORGANIZATION OF CHARACTER

# Q & A







**Thanks for joining us!**

***For questions & assistance,  
contact us...***

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