Find An Elbow Partner

- Name
- School
- Position
- What brought you to this session? What do you hope to gain?
Determining Our Customer

Fortune’s Top Places to Work

High Impact Practices for Workplace Culture

The Culture Committee

Implementation

Closing Remarks

Questions
Consider This?

Who is your customer?
Who Is Your Customer?

- **External Customer:** Receives the goods or services of a company/entity.

- **Internal Customer:** Employees of the company/entity that receives services internally. *Pay particular attention to the those that most directly serves the external customer.*
Top 100 Companies to Work For
“People will come to understand that having a great workplace is not optional anymore and has instead become essential...”

Robert Levering
Co-Founder of Great Places to Work
Best Places to Work, 2014

- Fortune Magazine, CNN Money
- Research conducted by Great Place to Work Institute.
- Free, self-nomination

http://www.greatplacetowork.com/
Company Benefits

- Applicants
- Retention
- Employee Productivity
- Financial Returns

http://www.greatplacetowork.com/
The Scoring Process

Trust Index

Culture Audit

+ 

Company Score and Ranking

http://www.greatplacetowork.com/
Top 10 Companies to Work For

#1. Google (Media)

#2. SAS (Information Technology)

#3. Boston Consulting Group (Consulting)

#4. Edward Jones (Financial Services)

#5. Quicken Loans (Financial Services)

http://www.greatplacetowork.com/best-companies/100-best-companies-to-work-for
Top 10 Companies to Work For

#6. Genentech (Biotechnology Pharm.)

#7. Salesforce.com (Information Tech.)

#8. Intuit (Information Technology)

#9. Robert W. Baird & Co. (Financial Serv.)

#10. DPR Construction (Construction and Real Estate)

http://www.greatplacetowork.com/best-companies/100-best-companies-to-work-for
Other Familiar Companies

- Zappos (#38)
- Whole Foods Market (#44)
- Goldman Sachs (#45)
- QuikTrip (#48)
- CarMax (#54)
- Marriott International (#57)
- Mars (#76)
- Teach for America (#88)

http://www.greatplacetowork.com/best-companies/100-best-companies-to-work-for
“Companies have to continue to invest in their culture, just like they would invest in any other asset.”

Walter Robb
Co-CEO of Whole Foods Market
Discuss!

Does your school have a vision, mission and/or core values?

If so, what is it?

If someone were to ask the faculty/staff of your school/district these questions would their responses be the same?
Trend #1: HAVE A CLEAR VISION, MISSION AND/OR CORE VALUES THAT DRIVES CULTURE.
GOOGLE Mission and Culture

“Google’s mission is to organize the world’s information and make it universally accessible and useful.”

“... We hire people who are smart and determined, and we favor ability over experience....we hail from all walks of life and speak dozens of languages, reflecting the global audience that we serve. ... “
GOOGLE’S Ten Things We Know To Be True

1. Focus on the user and all else will follow.
2. It’s best to do one thing really, really well.
3. Fast is better than slow.
4. Democracy on the web works.
5. You don’t need to be at your desk to need an answer.
6. You can make money without doing evil.
7. There’s always more information out there.
8. The need for information crosses all borders.
9. You can be serious without a suit.
10. Great just isn’t good enough.
Discuss!

Describe the type of person that will thrive at your school.

If your school was a person, describe them. What kind of personality does your school have?
Trend #2: PRIORITIZE CULTURE AND MANAGE THEIR BRAND
CORE VALUE: RESPECT FOR THE INDIVIDUAL

“Accept the responsibility as a group and as individuals, to prevent situations that jeopardize our health or our families.”

CORE VALUE IN ACTION

- Invested $14 Million in work-balance programs
- Reports alert managers when employees have worked for too long.
A Strong Brand...

- States who you are and what you stand for.
- Reflects your culture and likewise your culture reflects your brand.
- Is recognizable, predictable and consistent.
What is the interview process for applicants in your school/district?
Trend #3:

RECRUIT, HIRE, TRAIN AND ASSESS WITH CORE VALUES IN MIND
WHOLE FOOD MARKETS

Core Values:

- We support team member happiness and excellence.
- We promote the health of our stakeholders through healthy eating education.

• “Hire for attitude, train for skills.”
• Hire customers or people who enjoy healthy eating at in-store job fairs.
• Team members vote applicants in.
• Live town hall meetings with candidates for high level positions.
“It’s all about your people and you have to be fanatical about who you hire,”

Paul Purcell
Chairman and CEO
Robert W. Baird and Co.

“We’ve had to turn away people who are very intelligent, could hit the ground running, create a lot of revenue for us and completely poison the well,” said Kavelaris.

Beth Kavelaris, Senior Vice President
Director of Culture & Integration.
Robert W. Baird and Co.
Discuss!

How do you assess the health of the culture at your school/district? How often does this occur?
Trend #4: CONTINUOUSLY EVALUATE AND MEASURE CULTURE
<table>
<thead>
<tr>
<th>MEASURING CULTURE</th>
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<tbody>
<tr>
<td><strong>Knowledge</strong></td>
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<tr>
<td><strong>Perception</strong></td>
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<td><strong>Behavior</strong></td>
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GOOGLE’s People Operations

- Gather data on everything “people” related.
- Hire social scientists to study the organization (Pi Lab).
- Mission is to have all people decisions informed by data.
Discuss!

How does your school/district demonstrate that it cares about *people* more than processes and products?
Trend #5: FOCUS ON PEOPLE BEFORE PROCESS AND PRODUCTS
**Prioritizing People**

**SAS**
- Expectation that employees remain active in their family/personal lives.
- Achievement of the team > achievement of the individual).

**WHOLE FOODS**
- New hire healthy eating course.
- Incentives for eating healthy or making healthy decisions (quit smoking, etc.)
Prioritizing People

GOLDMAN SACHS

- Resiliency Week: a wellness initiative on stress management, happiness, and work-life balance over five days.
- A tai chi club, five-times-a-week Pilates
- Favor supportive, collaborative people
“95% of my assets drive out the front gate every night and it’s my job to make sure they come back the next day.”

- Jim Goodnight, CEO of SAS
The Culture Committee

A SCHOOL’S ATTEMPT TO MAKE CULTURE A PRIORITY
South Atlanta High School
Teachers generally liked the school and leadership.

Felt school culture was elusive and made certain aspects of their job confusing or difficult.
Wanted to contribute ideas and thoughts.

Did not always feel comfortable sharing so they kept quiet.
School culture affects everyone’s ability to do their job well.

School culture is not always the priority of conversation.
Culture Committee

Purpose:

Define (redefine) the intended culture of the school and to measure how well our actions aligned with our stated culture.
 Benefit(s):

- Places a priority on school culture.
- Allows for more authentic relationships and interactions.
- People feel supported and heard → increased productivity → increased STUDENT ACHIEVEMENT.
The Culture Committee

7 Members
6 females, 1 male
2 first year teachers
6 new to school
Chick-Fil-A Culture Experience

- Backstage Tour
- Chick-Fil-A story, culture and people
- Sun Trust, Wells Fargo, State Farms, Coca-Cola, Children’s Health Care of Atlanta, Georgia Power Company, Delta and Metro Atlanta School Systems.
Chick-Fil-A Culture Experience

- Excellence, Loyalty, Generosity, Integrity
- “Vision and Values Tour” hosted by Dan Cathy, our President/CEO throughout the city of Atlanta.
- Home Office Backstage Tour (typically their 1st or 2nd day)
- Offsite retreat called growing a small business.
South Atlanta School of Law and Social Justice

Mission Statement
The South Atlanta School of Law and Social Justice will prepare students for college and develop leaders for positive change.

Vision Statement
The South Atlanta School of Law and Social Justice will be a safe and supportive community of self-motivated learners that promotes social justice values and critical thinking through real-world experiences.
South Atlanta School of Law and Social Justice

- **Respect**
  - Collaboration
  - Social Intelligence

- **Rigor**
  - Evidence
  - Grit

- **Responsibility**
  - Social Intelligence
  - Self-Control
Reflection...

**BENEFITS**
- Opened communication among faculty.
- Allowed for authentic conversations.

**CHALLENGES**
- Finding the time to focus efforts.
- Continuity of work.
Implementation

APPLYING CORPORATE PRINCIPLES OF CULTURE TO SCHOOLS/DISTRICTS
Climate v. Culture
Implementation Plan

1. Determine a core group of individuals who will focus efforts on school culture.

2. Determine the current needs of the school.

3. Revisit, refine or develop a clear mission, vision and/or core values.

4. Determine your brand.
Implementation Plan

5. Share the vision, mission and/or core values with ALL stakeholders.

6. Assess the current climate/culture.

7. Determine how you will recruit, hire, train and assess prospective and current employees.

8. Align foundational elements with actions.
Throughout the Process

- Invest in people before processes and products.
- Be creative and innovative; do not be afraid to think outside of the box.
- Continuously learn with your team.
Every place has a culture and that culture matters.

It’s not just fluff. It is essential.
Suggested Resources

- www.greatplacetowork.org AND www.getrated.org

- RULER, Yale Center of Emotional Intelligence, http://ei.yale.edu/ruler/
Suggested Readings

- **Drive: The Surprising Truth About What Motivates Us**, Daniel H. Pink
- **Eleven Rings: The Soul of Success**, Phil Jackson
- **Fierce Conversations**, Susan Scott
Suggested Readings

- Good to Great: Why Some Companies Make the Leap...And Others Don’t, Jim Collins
- Six Thinking Hats, Edward de Bono
- Strength Finders, Gallup Press
Suggested Readings

- **Switch: How to Change Things When Change is Hard**, Chip Heath and Dan Heath
- **The Speed of Trust**, Steven M.R. Covey
- **Tribal Leadership: Leveraging Natural Group to Build a Thriving Organization**, Dave Logan, John King and Halee Fischer-Wright
Contact Information

- Andrea P. Miller, Instructional Coach
- South Atlanta School of Law and Social Justice, Atlanta Public Schools
- apmiller@atlanta.k12.ga.us
THANK YOU!

Have a safe trip home!