

Cultural Transformation Toolkit



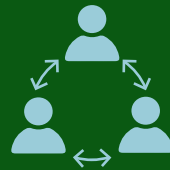
ACHIEVE
CENTRE FOR LEADERSHIP

**We believe that everyone deserves
to like where they work.**

ACHIEVE's Core Beliefs



We believe that workplace culture deserves attention



We believe in collaborative leadership



We believe that our responses to conflict matter



We are dedicated to ongoing development



We value our relationships with Indigenous communities



We value diverse cultures and identities

The current state of your workplace culture could be adversely affecting overall success. This is often manifested through:



Increased employee turnover



Reduced productivity



Elevated levels of absenteeism



Potential long-term damage to the organization's reputation

There is a pressing need to address these cultural challenges strategically, fostering a **positive and inclusive** work environment that not only enhances employee **well-being**, but also directly contributes to improved organizational **performance, innovation, and sustained growth**.

Without a proactive intervention to reshape workplace culture, organizations may face continued **financial losses, difficulty attracting top talent, and a compromised ability to adapt** to the evolving demands of the market. This ultimately **jeopardizes its long-term viability and competitive standing**.

Cultural Transformation Checklist



Download the Cultural Transformation Toolkit



Take our assessment

Complete the **Workplace Cultural Health Assessment** to learn where your organization stands. For the best results, this assessment should be done organization-wide! Let us know if you need any help with this step.



Debrief with our consulting team

If the assessment shows that your workplace could use some help, we can build out a plan for you.



Explore ACHIEVE's workplace culture resources

Subscribe to our **ACHIEVE Workplace Culture Podcast** or browse our **resource library**.



Check out more of our workplace culture resources at achievecentre.com

The Cost of Doing Nothing

Employee Turnover

\$680 Billion

Approx. cost of voluntary turnover for US businesses

Work Institute 2020 Retention Report

13x

Likelihood of disengaged employees to look for new jobs compared to engaged employees

Gallup

Healthcare Costs

50%

Increased healthcare costs in high-stress work environments

Journal of Occupational & Environmental Medicine

Recruitment

77%

Percentage of job seekers that consider a company's culture before applying for a job

Glassdoor's Mission & Culture Survey

Absenteeism

\$1 Trillion

Productivity lost per year due to depression and anxiety disorders

WHO

Negative workplace experiences



Increased sick leave

Journal of Applied Psychology

Innovation & Creativity

30x

Likelihood of employees to be high-performing at innovative workplaces versus non-innovative places

Deloitte

Customer Satisfaction

12%

Higher customer satisfaction at companies with satisfied employees

University of Warwick

Productivity Loss

- ↑ **37% Absenteeism**
- ↓ **18% Productivity**
- ↓ **15% Profitability**

Characteristics of disengaged employees vs those who are engaged

Queens School of Business, Gallup

21%

Productivity increase of a highly engaged workforce

Harvard Business Review

Legal Consequences

Harassment & Discrimination

Claims that may be filed against organizations with poor workplace culture

It's essential to note that these statistics highlight the broad impact of workplace culture on various aspects of business performance. Creating a positive and inclusive workplace culture is not only beneficial for employee well-being, but also contributes significantly to the overall success and sustainability of business.

How to Foster a Healthy Workplace Culture Cheat Sheet



1 Involve staff in articulating how your values are expressed day-to-day.



5 Assess the strengths of each team member and make them known to their colleagues.



2 Ask people if their talents and interests are being tapped into.



6 Deal with conflict quickly and with care.



3 Ensure that leaders are expressing care for the people on their teams.



7 Regularly assess your workplace culture.



4 Provide time for people to interact with each other outside of their daily tasks.

How to Create a Healthy Workplace:

FOCUS ON CULTURE, NOT PERKS!

6 KEY ELEMENTS OF A HEALTHY WORKPLACE CULTURE

1

Communicate your purpose and values

2

Provide meaningful work

3

Focus your leadership team on people

4

Build meaningful relationships

5

Create peak performing teams

6

Practice constructive conflict management

Learn More

Read *The Culture Question: How to Create a Workplace Where People Like to Work.*



We believe that everyone should be able to like where they work.



Workplace Cultural Health Assessment

The **Workplace Cultural Health Assessment** tool assists organizations in evaluating, understanding, and having conversations about organizational culture. The assessment questions closely follow the themes of the six key elements that make a workplace healthy as defined in the book, *The Culture Question: How to Create a Workplace Where People Like to Work*. This package includes a facilitator's guide, which provides instructions for interpreting the findings and facilitating a discussion with those who have participated in the assessment.

Facilitator's Guide

Facilitator's Role

The purpose of the Workplace Cultural Health Assessment tool is to help people assess their workplace culture and discuss ways to improve its problem areas while maintaining aspects that are already healthy. As the facilitator of this assessment tool, your goal is to create a safe environment that invites thoughtful responses and stimulates healthy discussion.

Administering the Survey

Start by holding a short team meeting to outline the purpose and process of the assessment. Hand out the survey questions to participants, and ask them to return their completed surveys to a confidential area (e.g., a secured box). The assessment usually works best when responses are anonymous. However, in some environments, answering the questions openly and discussing them right away may be appropriate or even preferred.

Interpreting the Survey

Review the survey results, looking for both positive and negative themes. Prepare a summary of these themes to share with the group. Statements that are rated 1 or 2 should be viewed with concern, particularly when that result is seen in more than one survey. Ratings of 3 may indicate an area that should be monitored or given secondary attention. Ratings of 4 or 5 should be celebrated. Broadly speaking, individual survey totals of 96 or more indicate a healthy culture. Survey totals of 72–95 indicate an okay, but not great, culture. Finally, survey totals of 0–71 indicate an unhealthy culture.

For a more focused analysis, consider the section totals for the questions corresponding to each of the six key elements of a healthy culture, as defined in *The Culture Question*. Lower section totals may identify themes and help you focus your efforts.

Facilitating Discussion

Present the findings of the survey to the group, focusing on the positive and negative themes you have identified. Once participants have heard the results, you may ask some or all of the following questions with the intent of initiating a discussion in which the group can collectively explore the themes:

1. How accurate are the themes that have emerged here? Were there any surprises?
2. Was anything missed?
3. What should we celebrate about our culture?
4. What would you like to change about our culture?
5. What small and simple changes to our culture could we make today?

If the results show you already have a healthy culture, ask:

1. What areas of our culture do we need to continue to reinforce?
2. What areas of our culture are vulnerable to negative change?

Workplace Cultural Health Assessment

Purpose of Assessment:

The purpose of the Workplace Cultural Health Assessment tool is to help people assess their workplace culture and discuss ways to improve its problem areas while maintaining aspects that are already healthy.

Instructions:

Respond to each of the following statements, rating each on a scale of **1 to 5**. A 5 indicates you strongly agree with the statement; a 1 indicates you strongly disagree with the statement. Once completed, total your ratings.

5: Indicates you strongly agree 1: Indicates you strongly disagree

1.	My organization has a meaningful purpose.
2.	The work I do challenges me in a positive way.
3.	I receive helpful feedback from my direct manager.
4.	My colleagues care about my well-being.
5.	Each person's unique skills and contributions are valued by others.
6.	I am treated with respect.
7.	People in my workplace understand what behaviours are acceptable at work.
8.	The work I do is interesting to me.
9.	I have a positive relationship with my direct manager.
10.	I like the people I work with and they like me.
11.	I can rely on my colleagues.
12.	My colleagues express their feelings appropriately when they are upset.
13.	Leaders in my organization clearly communicate its purpose.
14.	The work I do makes good use of my abilities.
15.	My direct manager cares about me as a person.
16.	I have healthy interactions with my colleagues.
17.	Collaboration with others is encouraged and valued.
18.	Leaders in my organization work to resolve conflict quickly.
19.	My organization's values are clear and relevant.
20.	The work I do has purpose.
21.	I trust my direct manager.
22.	I have fun at work.
23.	I feel like I'm part of a great team.
24.	People in my workplace deal with conflict constructively.

_____ **TOTAL**

Scoring

In the spaces below write down the assessment rating that corresponds to each question, then total each line and record it in the box to the right.

Communicate Your Purpose and Values

1. _____	7. _____	13. _____	19. _____	Total _____
----------	----------	-----------	-----------	-------------

Provide Meaningful Work

2. _____	8. _____	14. _____	20. _____	Total _____
----------	----------	-----------	-----------	-------------

Focus Your Leadership Team on People

3. _____	9. _____	15. _____	21. _____	Total _____
----------	----------	-----------	-----------	-------------

Build Meaningful Relationships

4. _____	10. _____	16. _____	22. _____	Total _____
----------	-----------	-----------	-----------	-------------

Create Peak Performing Teams

5. _____	11. _____	17. _____	23. _____	Total _____
----------	-----------	-----------	-----------	-------------

Practice Constructive Conflict Management

6. _____	12. _____	18. _____	24. _____	Total _____
----------	-----------	-----------	-----------	-------------

GRAND TOTAL _____

Six Key Elements of a Healthy Workplace Culture

- **Communicating your purpose and values.**
Employees are inspired when they work in organizations whose purpose and values resonate with them.
- **Providing meaningful work.**
Most employees want to work on projects that inspire them, align with what they are good at, and allow them to grow.
- **Focusing your leadership team on people.**
How leaders relate to their employees plays a major role in how everyone feels about their workplace.
- **Building meaningful relationships.**
When employees like the people they work with and for, they are more satisfied and more engaged in their work.
- **Creating peak performing teams.**
People are energized when they work together effectively because teams achieve things that no one person could do on their own.
- **Practicing constructive conflict management.**
When leaders don't handle conflict promptly and effectively, it quickly sours the workplace.

ACHIEVE's Core Services

We aspire to be the most trusted, accessible provider of quality training and resources on the topics of leadership, workplace culture, conflict resolution, and communication skills.



Workplace Culture
Assessments and
Transformation



Training



Leadership
Development



Facilitation &
Mediation



Strategic Planning



Strategic HR



A LITTLE BOOK ABOUT

Workplace Culture

*We believe that everyone deserves
to like where they work.*

A project of ACHIEVE Centre for Leadership

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*We believe that everyone deserves
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*To everyone who wants to improve
their workplace culture,
this book is for you.*

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INTRODUCTION

We believe that everyone should be able to like where they work. When employees like the places they work, it's not only good for their mental health and well-being, it's also good for their organizations – both financially and otherwise. When a workplace culture is purposefully created to be respectful and inspiring, employees are happier, more productive, and more engaged.

Unfortunately, far too many people don't like where they work. Some organizations are unhealthy and full of disrespectful behavior. Other workplaces are simply uninspiring. For various reasons, countless people feel trapped, indifferent, or bored at work.

Our organization, ACHIEVE Centre for Leadership, provides training and resources that give people insights and tools for creating, cultivating, and sustaining workplaces

that are respectful, engaging, and meaningful. To teach others effectively, we have needed to consistently nurture an environment in our workplace that reflects the principles we speak about.

We have worked hard to create a healthy culture, choosing to learn from our mistakes and from the wisdom of others. We are now passionate about helping people create great workplaces, and that is why we've written this book – to help create workplaces where people like to work.

When a workplace culture is purposefully created to be respectful and inspiring, employees are happier, more productive, and more engaged.

This book is an abbreviated version of *The Culture Question: How to Create a Workplace Where People Like to Work*. We created this shorter resource so that the information we have to share would be more accessible to all. We hope it will be the spark that ignites conversations in workplaces about the importance of healthy workplace cultures. We encourage you to read this book with others in your organization and explore the reflection questions at the end of each chapter together.

Ultimately, our goal in providing this resource is to reduce the suffering that so many people experience at work and thus increase our collective well-being. We want to do our part to create a world in which everyone has the opportunity to experience the joy of liking where they work.

FOCUS ON CULTURE, NOT PERKS

Most of us are familiar with stories from some of the “best” places to work – the Googles of the world, with their complimentary food courts, fancy buildings, free massages, and foosball tables. Decision makers at many of these companies likely feel that these extra perks help make their organizations great places to work and that they will attract and retain talented, motivated, and productive employees as a result.

These initiatives sound great, and they may indeed help create more fun and productive organizations. However, the reality is that most of our workplaces do not have the resources to implement these sorts of programs. The good news is that, while these types of perks may be nice, they aren't actually necessary for attracting productive and committed employees who enjoy their

work and are loyal to their organizations. Instead, the key is building a healthy workplace culture.

Though organizational culture isn't a physical thing, you feel it every day in the ways you work and engage with others. Culture is represented in the language you use, the stories you tell, and your daily work practices. Once you start to look, you will see that you can quickly assess workplace culture based on the greetings you receive, what is hanging on the wall, how people personalize their workspaces, the stories people tell, and the conversations you hear – or more importantly, don't hear.

Culture is what determines whether your organization will succeed – or even survive.

When other people walk into your workspace, what do you think they sense about your culture? When you tell others about your organization, what descriptors come to mind? To what extent is your workplace healthy or unhealthy? What parts of it are engaging and likable, and what parts are not?

Although some organizations continuously prioritize workplace culture, many only give it occasional attention, if any at all. The challenge is that most of us are already working at full capacity in our other areas of responsibility. Working on culture often takes a back seat to things like strategic planning or marketing. It is something we think we will get to when these other tasks are taken care of. Ironically, when organizations put too much energy into products and profit at the expense of culture, their bottom line usually suffers. But if we take time to develop a healthy workplace culture first, we

can capitalize on the energy it creates, and our other tasks become easier as a result.

The good news is that culture is something we can influence. We have little control over factors like government policy, demographics, or the economy, but we can influence our own workplaces in significant ways. However, building and sustaining a great workplace culture requires intention, time, and effort.

It is paramount that you recognize that culture is the essential ingredient in the glue holding your organization together. Culture is what determines whether your organization will succeed – or even survive. It has profound effects both on the quality of the products or services you provide and on the lives of those who work in your organization.

Culture therefore must be your highest priority if you want to make your organization a great place to work. Even if game

rooms and free gourmet food are options for your organization, perks alone will not create a healthy culture if you do not also consider these six priorities:

- **Communicating your purpose and values**
- **Providing meaningful work**
- **Focusing your leadership team on people**
- **Building meaningful relationships**
- **Creating peak performing teams**
- **Practicing constructive conflict management**

The rest of this book explores each of these areas in more depth and will demonstrate the importance of directing your energy toward each key area.

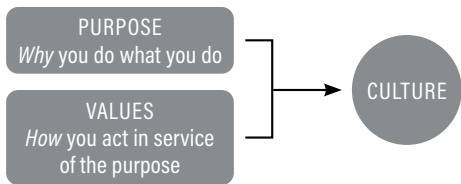
Questions for Reflection

1. Does your organization have a culture where people like to work? How do you know?
2. What would someone think about your culture if they could observe it unnoticed? What would a visitor walking through your workspace see and hear? What would this tell them about your culture?
3. When you and your colleagues describe your organization, what words and stories do you use? What does this tell you about your culture?

COMMUNICATE YOUR PURPOSE & VALUES

Healthy organizational cultures must be anchored in a meaningful purpose because most people desire to do work that matters. Every organization should define its overarching purpose and articulate it in a clear and succinct mission statement. This mission statement should drive the work of the organization, and the actions of every individual and team must relate to it in some way. The key to naming purpose is to do it in a meaningful way. An effective mission statement will both explain why your organization exists and inspire and energize leaders, employees, and clients.

The key to naming purpose is to do it in a meaningful way.



What Shapes Culture

Well-defined values are a key component of a healthy workplace culture because they clarify how the organization and its staff should behave. They provide a framework within which you can test decisions, accomplish tasks, and interact with each other. Values help organizations determine a range of acceptable behaviors, defining for leaders and employees alike which actions are encouraged and which are unacceptable.

Purpose defines *why* you do what you do, and values define *how* you act in service of that purpose. Purpose and values live and breathe

together – they create and shape a workplace’s culture. Organizations that don’t spend time thinking about these things will be guided by unclear priorities. On the other hand, an organization that proactively names its purpose and values can shape and guide its culture to create the kind of workplace where people like to work.

Questions for Reflection

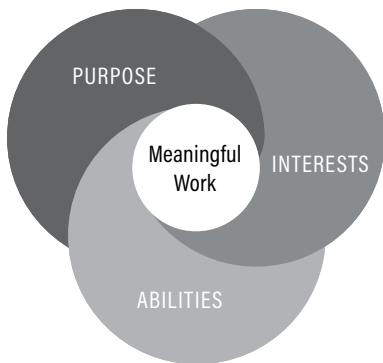
1. How clear are your organization’s purpose and values? In what ways could you make them clearer and easier to remember?
2. In what ways could your mission and values be communicated more regularly? How can you make them more meaningful to employees?
3. How has your organization used its mission and values to anchor its decisions and actions? If it hasn’t, how could it start?

PROVIDE MEANINGFUL WORK

Employees enter organizations with existing sets of strengths, skills, and knowledge ready to apply within their new workplace settings. The ways in which they are empowered to contribute through their strengths, skills, and knowledge directly affect both their well-being and the workplace cultures around them.

The best way to engage people with their tasks over the long term is to capitalize on their abilities and provide them with tasks they find rewarding, stimulating, and worthwhile. We define “meaningful work” as work that is purposeful and brings satisfaction to employees by drawing on both their abilities and their interests. Meaningful work occurs when an organization’s *purpose* aligns with an employee’s *interests* and *abilities*.

If organizations don’t offer meaningful work – work that finds the sweet spot



Where to Find Meaningful Work

between an employee's interests and abilities and the organization's purpose and needs – employees will eventually disengage. On the other hand, when organizations provide opportunities for satisfying and meaningful work, they create cultures that inspire loyalty and draw out the best from everybody.

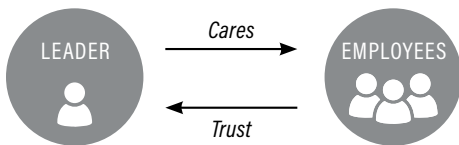
When organizations provide opportunities for satisfying and meaningful work, they create cultures that inspire loyalty and draw out the best from everybody.

Questions for Reflection

1. How does your organization attempt to provide meaningful work to employees?
2. How can your organization better align people's tasks with their interests, abilities, and sense of purpose?

FOCUS YOUR LEADERSHIP TEAM ON PEOPLE

Great workplaces have great leaders who focus on people, not merely profit or productivity. An organization's CEO may be brilliant, its employees may be great to work with, and the work it does may have a valuable purpose, but if its leaders aren't easy to work for, there's a good chance it won't be a healthy place to work. By "easy to work for," we're referring to leaders who are respectful, caring, attentive, and effective as communicators. These are leaders who demonstrate



How to Create Trust

that they *care* about employees for who they are as people, not just for the work they do. When leaders lack these traits, their workplace cultures often suffer.

We define a leader as someone who inspires and influences others to willingly act – leaders motivate employees to act because they want to, not because they have to. Leaders who are willingly followed have earned *trust* and are therefore able to influence others without using coercion. In organizations with effective leaders, employees willingly take on tasks and go the extra mile – not because they are forced to, but because they want to.

Great workplaces have great leaders who focus on people, not merely profit or productivity.

Organizational culture is largely driven by what leaders value, how they behave, and, in turn, what they communicate both explicitly and implicitly. Leadership and culture are intricately connected, and this connection plays a significant role in helping to establish, sustain, and, if needed, change organizational culture.

Questions for Reflection

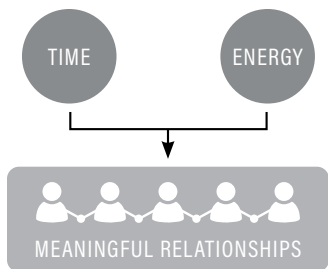
1. How do leaders in your organization demonstrate that they care about employees as people?
2. In what concrete ways do leaders in your organization work to build trust?

BUILD MEANINGFUL RELATIONSHIPS

Disconnection in the workplace creates barriers to communication, causing people to withdraw and withhold information because they are working in isolation. Disconnection also drives unhealthy levels of conflict because people have not established the trust necessary to work through disagreements or miscommunications.

Given the human need for healthy social interaction and the consequences of unhealthy or insufficient interaction, organizations must place a high priority on fostering positive connections among staff in order to create healthy workplaces.

One common feature of all healthy workplace cultures is a strong sense of interpersonal connection. But, while relationships are a natural part of human experience, healthy relationships don't often happen



Invest in Relationships

without effort. As with many things in life, if we devote *time* and *energy* toward forging relationships in our places of work, our efforts will eventually be rewarded.

Relationships at work ultimately provide a sense of belonging. When we have positive relationships with each other – when we experience camaraderie and collaboration – our personal satisfaction increases and our experience of work becomes enjoyable.

Relationships at work ultimately provide a sense of belonging.

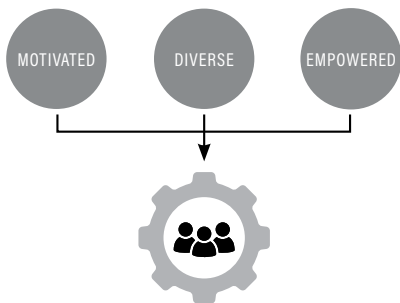
Organizations will flourish when they invest in creating a culture that fosters meaningful relationships.

Questions for Reflection

1. What are the benefits of meaningful relationships that you see in your organization?
2. What are the consequences of disconnection that you see in your organization?
3. What is your organization currently doing to foster meaningful relationships?

CREATE PEAK PERFORMING TEAMS

Peak performing teams are important to healthy cultures because teamwork reinforces the culture of an organization. As people work together, they share cultural knowledge with each other. Longer-term employees share their acquired wisdom with newer employees, who then learn what types of behaviors are expected or acceptable.



Elements of Peak Performing Teams

Peak performing teams are groups that are very productive and consistently produce high-quality products or services. They are made up of members who identify with the group and are highly *motivated, diverse, and empowered*. Members of these teams know they can accomplish more through interdependence and collaboration than through independence and individual effort. They know that there is room for disagreement, that their strong relationships will carry them through stormy times, and that each person will contribute their best efforts.

.....

.....

We all desire to be part
of something bigger
than ourselves and
do good work that is
appreciated by others.

.....

Working together with other talented individuals not only motivates and inspires people to improve their own performance – it increases the team’s performance as well. This is because we all desire to be part of something bigger than ourselves and do good work that is appreciated by others. In order to make healthy teams, leaders must create opportunities for people to learn how to trust and rely on each other’s strengths.

Questions for Reflection

1. What is your organization doing to foster peak performing teams?
2. How could you increase the strength of the relationships and connections on your team?

PRACTICE CONSTRUCTIVE CONFLICT MANAGEMENT

Unfortunately, when conflict is handled poorly, negativity permeates the workplace and open attacks and defensive posturing are probable outcomes. Most conflict resolution researchers and practitioners believe that conflict escalates in predictable and increasingly damaging ways if it is not addressed skillfully and appropriately. We have found this to be true in our own work as well.

We've outlined five levels of conflict escalation below, each with an increasing level of complexity. Notice how the original issue changes or gets lost as the level of complexity increases.

Because poorly managed conflict can so readily damage relationships, managing it constructively is one of the key steps to creating a healthy workplace culture. Our goal

Level 1: Problem Identification

Focus: disagreement, misunderstanding, perceived injustice

Action: we *talk with* the other person

Level 2: Fundamental Attribution Error

Focus: character or culture as the problem

Action: we *talk less* to the other person

Level 3: Alliance Building

Focus: aligning with others who share our view

Action: we *talk about* the other person and their side

Level 4: Open Confrontation

Focus: open hostility

Action: we *fight with* the other side

Level 5: Structural Change

Focus: dividing relationships or organizations

Action: we *no longer talk*

Conflict Escalation

should not be to prevent conflict at all costs, but rather to manage conflict proactively, transform negative conflict, address issues as they arise, and embrace the opportunities that conflict brings.

People are less stressed and anxious about conflict when they feel safe in their workplace, know they can address conflict in a positive way, and trust leadership to step in when needed. Leadership can play a strong role in managing conflict by being proactive and responding quickly when conflict arises. When conflict is managed well, people feel like they can address issues as they arise, they are comfortable giving and receiving feedback, and they ultimately develop trust in each other.

Our goal should not be to prevent conflict at all costs, but rather to manage conflict proactively.

Questions for Reflection

1. How effectively do leaders in your organization respond to conflict? What steps are they taking to become more skilled in this area?
2. What is your organization's approach to conflict management? How conscious and overt is it? How could it be strengthened?

THE JOURNEY FORWARD

While it's tempting to try to fix everything you think is wrong about your culture right away, the reality is that culture change takes time. Pace yourself. Set short-term goals that lead you along the path toward your long-term goals. Gather your team, discuss specific, tangible changes you want to see, and then make a plan with a timetable for implementation. Instead of working toward ten different objectives at the same time, begin by focusing on two or three. These short-term goals will build upon each other and form the basis for longer-term change.

We have met many people who have had great intentions for changing their organization's culture. They attend a workshop, read a book, or go on a retreat and become inspired by what their organization could become. Then they wake up and go to work to

find that the daily grind and rhythm of their tasks get in the way of working on culture.

Organizational culture change requires more than a desire for a better future. Changing culture is not an event but a process – and a long process at that. A commitment to changing culture means a serious investment of time and energy. It must be seen as essential work that involves everyone, including senior leadership.

One of the most meaningful things we can do with our time is to help create workplaces where people like to work. But it's not only about our well-being – it's also about the sustainability of our organizations. Healthy workplace cultures are durable cultures. No matter what industry you are in,

Healthy workplace cultures
are durable cultures.

having a healthy workplace culture is truly one of the best competitive advantages. Other organizations may have access to more funding, or they may have greater capabilities in certain domains, but if they do not have healthy cultures, they will not be successful in the long run.

Our hope is that these six principles we've presented provide a place to start the conversation about culture. You are already contributing to workplace culture, and this book is an invitation to be more intentional about *how* you are contributing to it.

Don't just put the book down and think of workplace culture as something you will eventually get to. Instead, let this book be a spark that ignites your cultural transformation journey. May your organization become and remain a place where people like to work.

Questions for Reflection

1. Are there any signs that it's time to change your culture? What are they?
2. If culture change is needed, who are the key people who could lead this change?
3. What small and simple changes to your culture could you make today?
4. If you already have a healthy culture, what do you need to continue to reinforce? What do you need to be vigilant about preventing?

ADDITIONAL RESOURCES

Free Workplace Cultural Health Assessment

Are you looking for a more accurate picture of your organization's health? ACHIEVE has a free Workplace Cultural Health Assessment available on our website in the free resources section. This assessment normally takes between two and five minutes to complete. You will be provided with an eight page report that will help you evaluate, understand, and discuss your organization's culture.

The Culture Question Book

For practical insights and strategies on how to fully incorporate these six elements of a healthy work culture into your own organization, be sure to read *The Culture Question: How to Create a Workplace Where People Like to Work*. This book explores each of the six principles in detail and offers strategies for creating culture change.

Training

ACHIEVE Centre for Leadership has over 40 different workshop topics in the areas of leadership, workplace culture, conflict, and communication. All our workshops are designed to help organizations become places where people like to work. You can attend them as open-enrollment public workshops, view them online, or if you have a group of people to train, one of our facilitators can deliver a workshop just for you, either online or at your location. Learn more about our training options by visiting our website.

For more information:

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Randy Grieser, Eric Stutzman, Wendy Loewen, and Michael Labun are co-authors of *The Culture Question: How to Create a Workplace Where People Like to Work*, upon which this book is based. They are leaders and consultants with ACHIEVE Centre for Leadership. At the heart of their work is a belief that everyone should be able to like where they work. They are passionate about inspiring learning and improving lives.

Find the authors' latest thoughts on leadership and organizational culture on their blogs at:

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One of the most meaningful things we can do with our time is to help to create workplaces where people like to work.

Our hope is that this book will be the spark that ignites conversations in workplaces about the importance of healthy workplace cultures. You are already contributing to workplace culture, and this book is an invitation to be more intentional about how you are contributing to it.

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