



Managing for Culture

Minnesota Animal Welfare Conference

May 24th, 2018

Presented by Myles Chadwick



WHAT'S AHEAD

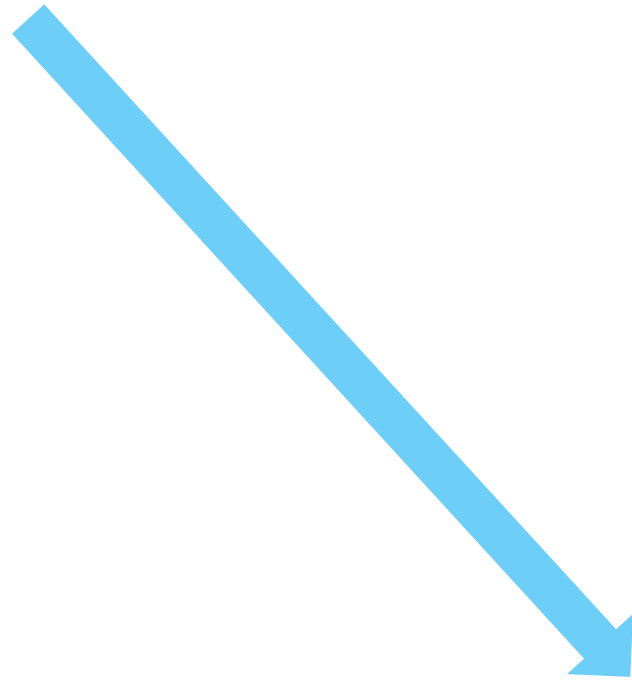
- What is Organizational Culture?
- Values, Bottom Lines, Beliefs
- What is Employee Engagement?
- Hire for Culture
- Personal Inventory
- Make Feedback Normal
- Check-Ins
- Training



PONG SESH, BRO?



SO... IS THIS WHAT YOU MEANT?



ORGANIZATIONAL CULTURE

is how your

GROUP BEHAVES,

and the

FEELINGS,

VALUES, BELIEFS,

and

ASSUMPTIONS

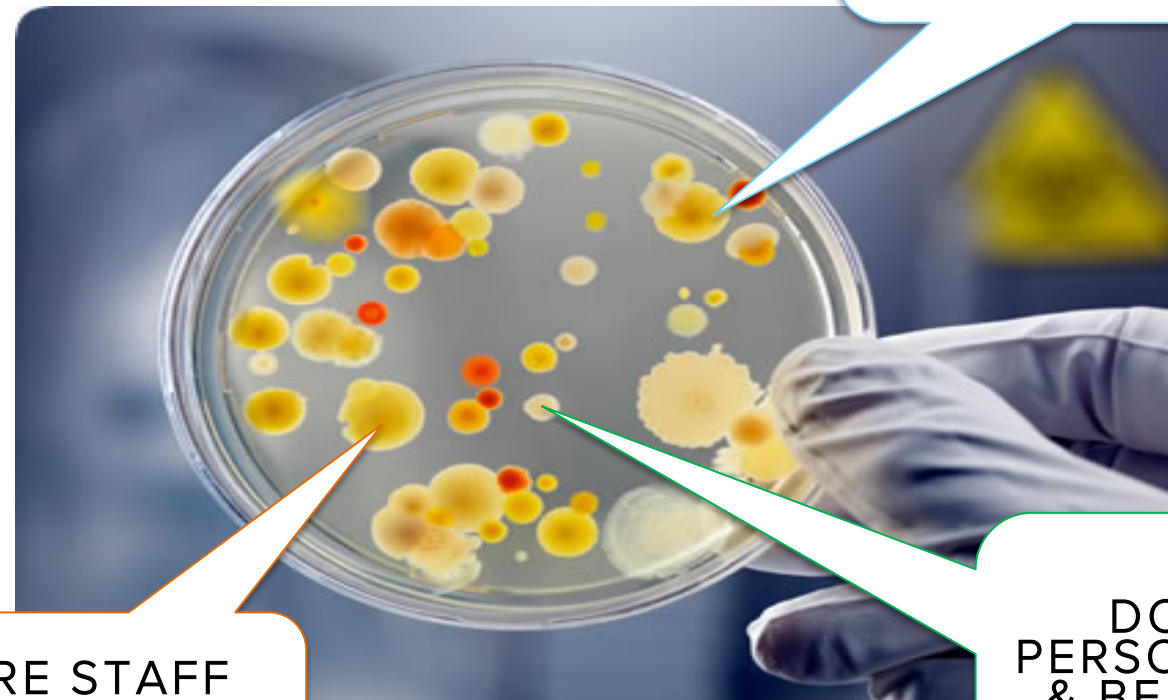
that perpetuate and preserve that behavior.



WHAT DRIVES AN ORGANIZATION'S CULTURE?

Your culture is directly influenced by:

- Mission and Vision
- Core Values
- Organizational Health/Lifecycle
- Behavioral Norms
- Employee Engagement



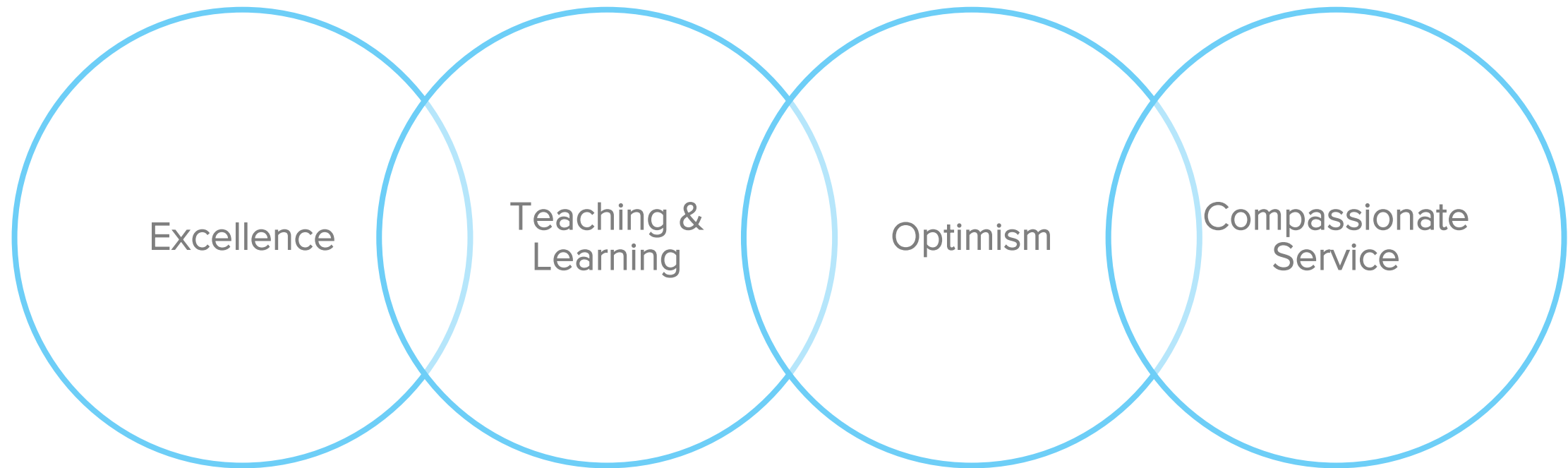
DOES YOUR GROUP BEHAVE IN A WAY THAT FACILITATES THE MISSION?

ARE STAFF ACTIVELY ENGAGED?

DO STAFF'S PERSONAL VALUES & BELIEFS ALIGN WITH THE ORG'S?



VALUES, BOTTOM LINES, BELIEFS



PEOPLE LOVE their pets, and **WILL DO WHAT'S BEST** for them when **GIVEN THE CHANCE.**



VALUES DISCOVERY

Authenticity

Excellence

Learning

Achievement

Fairness

Love

Authority

Friendships

Meaningful Work

Autonomy

Fun

Optimism

Balance

Growth

Recognition

Beauty

Honesty

Respect

Boldness

Humor

Responsibility

Compassion

Justice

Service

Challenge

Kindness

Success

Community

Knowledge

Trustworthiness

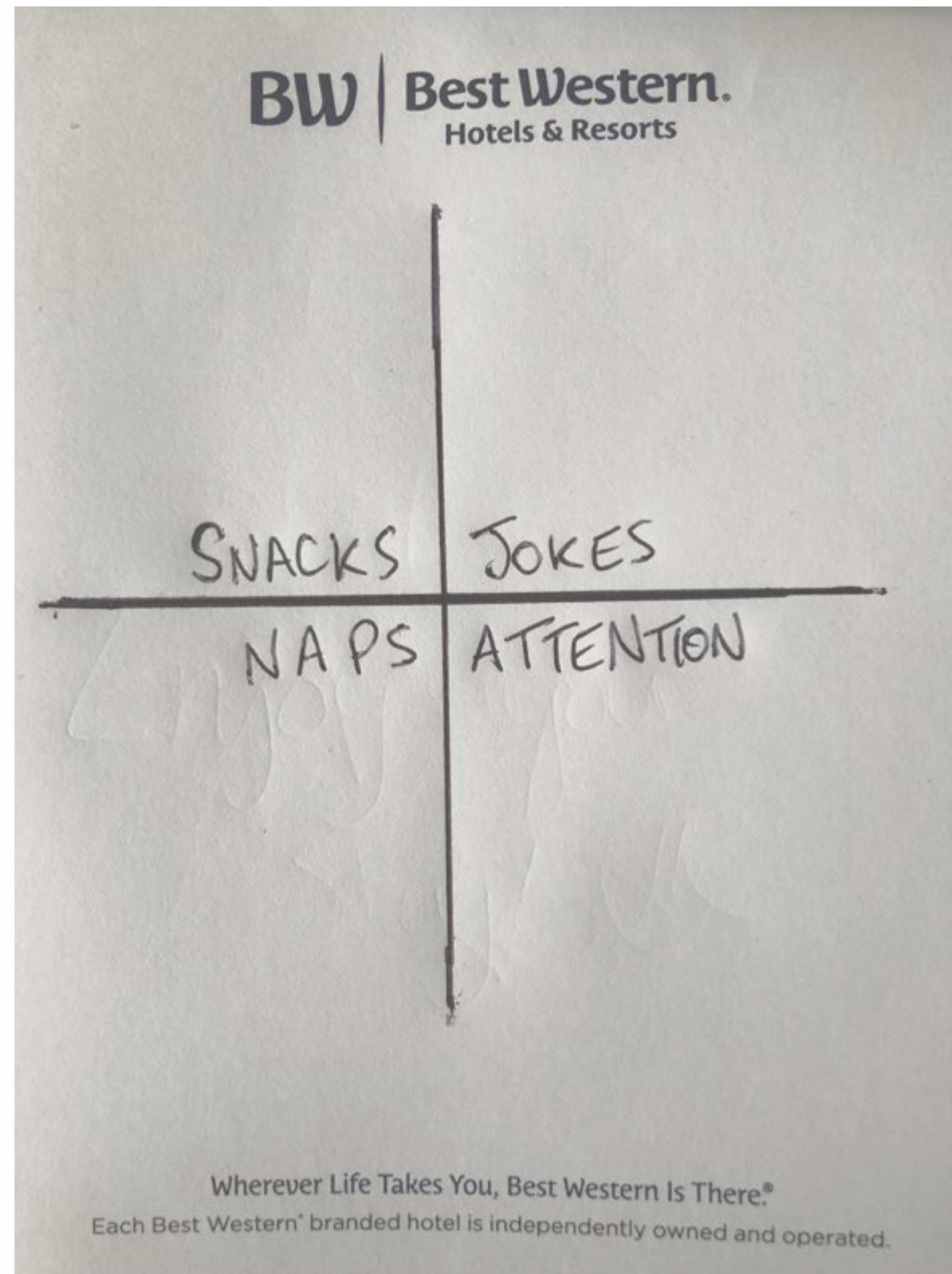
Curiosity

Leadership

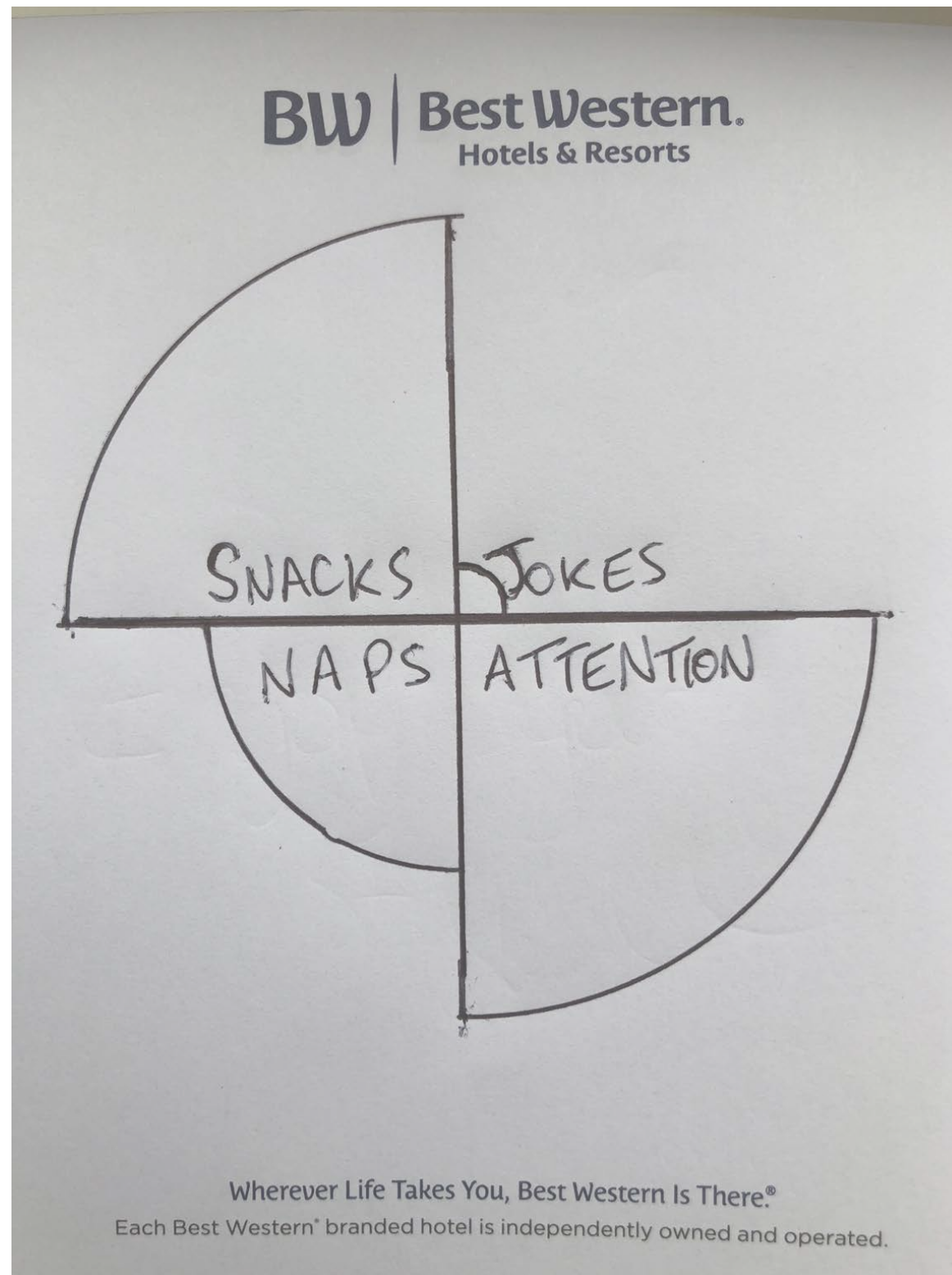
Wisdom



MY VALUES



MY VALUES



HOW YOU ROLLIN'?

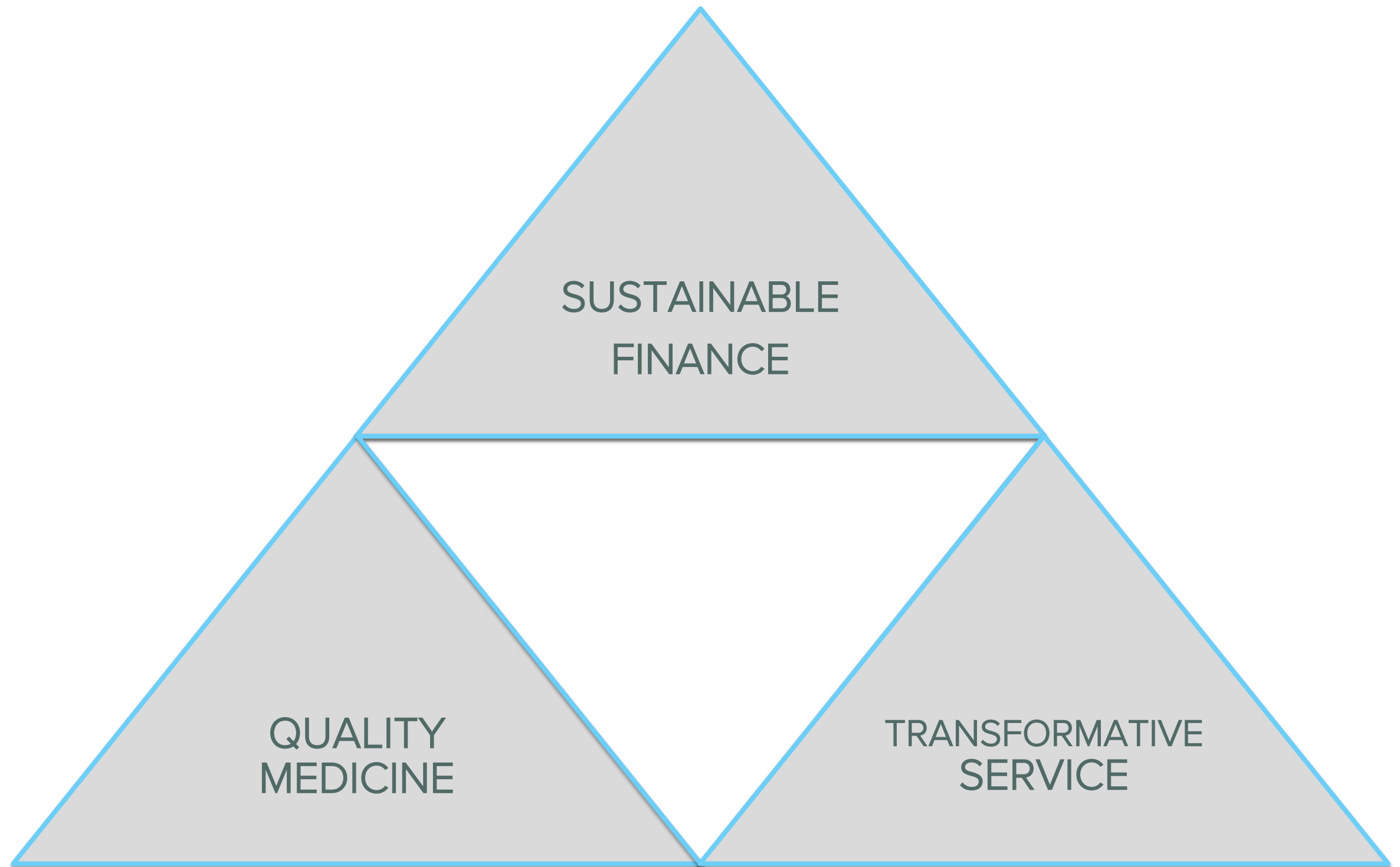


CULTURE QUESTIONNAIRE

1. What are the skills or qualities that seem to be most valued at work?
2. In general, what happens when someone makes a mistake?
3. What are the issues that everyone at work agrees on?
4. What are the unwritten rules at work – the three most important rules of working here?
5. How would you describe the culture here?
6. What are the qualities or skills of the person on your team who you admire the most?



CREATING TRANSPARENCY



**EMPLOYEE
ENGAGEMENT**
is the degree to
which employees
are
**INVOLVED IN,
ENTHUSIASTIC
ABOUT**
and
COMMITTED TO
their work and their work place.



GALLUP Q12

1. Do you know **what is expected** of you at work?
2. Do you have the materials and equipment to **do your work right**?
3. At work, do you have the opportunity to do **what you do best** every day?
4. In the last **seven days**, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you **as a person**?
6. Is there **someone at work** who encourages your development?

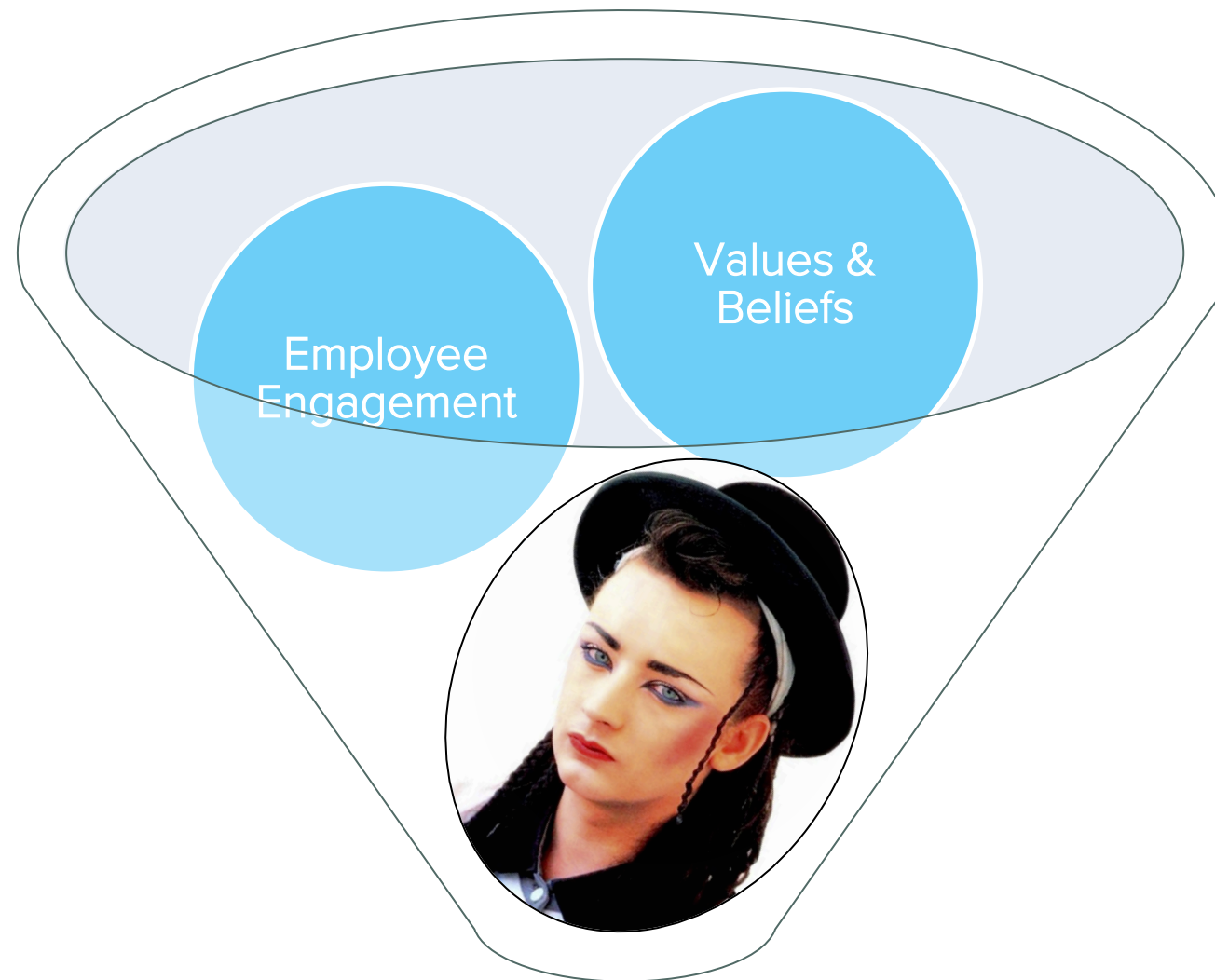


GALLUP Q12

7. At work, do **your opinions** seem to count?
8. Does the mission/purpose of your company make you feel **your job is important**?
9. Are your **associates** (fellow employees) committed to **doing quality work**?
10. Do you have **a best** friend at work?
11. In **the last six months**, has someone at work talked to you about your progress?
12. In the last year, have you had **opportunities to learn and grow**?



CONNECTING THE DOTS



Organizational Culture (CLUB)



WHAT WE KNOW FOR SURE ABOUT HIRING

- Hire for culture fit first
 - All of the skills and experience in the world wont matter if your team hate each other or your clients
 - You can teach venipuncture but you cannot train someone to **care about people**
- It takes awhile
 - Culture Interview, Skills Interview
 - Hire slow, fire fast
 - **"F@#% Yes!"** rule
- Training is key
 - You have to **make time** for training
 - The first two weeks are so important



JOB PROFILE > JOB DESCRIPTION!

Job Title: Recovery Technician		
Job Relationships: Works with daily team that includes an Assistant Surgery Technician, Surgery Technician, Veterinarian, and Customer Service Specialist.		Reporting Relationships: The Recovery Technician reports to the Branch Manager, and does not manage staff.
Organizational Core Values	Personal Qualities for Recovery Techs	Essential Skills for Recovery Techs
<ul style="list-style-type: none"> • Compassionate Service • Teaching and Learning • Excellence • Optimism 	<ul style="list-style-type: none"> • Compassionate • Self-Motivated • Positive • Emotionally Mature • Professional • Team Players 	Veterinary Skills: <ul style="list-style-type: none"> • Correctly assess patient vital signs • Administer subcutaneous and intramuscular injections and microchips • Perform venipuncture with minimal patient discomfort Client Care Skills: <ul style="list-style-type: none"> • Clearly and accurately communicate all available services to clients during check in • Clearly and accurately communicate post-operative instructions to clients Administrative Skills: <ul style="list-style-type: none"> • Accurately complete all medical paperwork and prescription labels • Accurately enter client data, rabies vaccines, microchips, and ID tag codes into medical records software
Organizational Skills/Affinities		
<ul style="list-style-type: none"> • Love of Learning • Communication Ability • High Empathy 		



JOB PROFILE

Job Title: Program Manager, Emancipet New School	
Job Relationships: The Program Manager, Emancipet New School (PM) works closely with the Emancipet's Senior Leadership team, Emancipet New School (ENS) Facilitators and is the first point of contact for ENS clients.	Reporting Relationships: Vice President, Emancipet New School (VP) and does not supervise staff.
Program Manager Position Summary	
<p>The (PM) manages the ENS Seminar Series and provides support for ENS Consulting Services. The PM works closely with the VP to coordinate all ENS activities. The PM manages all elements of ENS Private Trainings and the ENS Seminar Series, including social media and marketing, client communication, venue and catering details, facilitator scheduling, conference exhibiting and more. The PM works closely with ENS facilitators to develop, refine and deliver excellent, engaging and effective workshops. Creativity and a love of learning, attention to detail, and providing great experiences to clients and coworkers are key traits to being successful in this position.</p>	
Personal Qualities for the Program Manager	Essential Skills for the Program Manager
<ul style="list-style-type: none"> • Organization Skill/Affinity • Relationship Building • Communication • Empathy • Love of learning • Love of teaching • Creativity • Self-awareness • Discipline/Self Motivation 	<ul style="list-style-type: none"> • Alignment with and commitment to sharing Emancipet's culture and core values: compassionate service, excellence, teaching and learning, and optimism • Deeply enjoys organizing, communicating and constantly evolving processes • Excellent spoken and written skills, enabling clear communications and the ability to copy edit • Typing ability to at least 40 wpm • Proficient with Microsoft Office (Word, Excel, Outlook, PowerPoint, Publisher)



PERSONAL INVENTORY

As an employee, you fill out a Personal Inventory each time you have a new supervisor. This allows you to change over time and to connect with your direct supervisor. It helps your supervisor to understand:

- How do you learn?
- What motivates you?
- How do you like to be acknowledged?
- How do you display stress?
- How do you manage stress?



MAKE FEEDBACK NORMAL

Leaders should be trained to:

- Get to know the individuals on their team (and other teams)
- Schedule regular Check-Ins (more on that in a moment)
- Give urgent feedback right away - and be specific!
- Give less important feedback later, at the right time.
- Spend as much effort thinking about how to (meaningfully) praise staff as how to let them know that they made a mistake.



NEED REFERENCE MATERIAL?



CHECK-INS

Check-Ins are a great way to build in time for feedback and encouragement. Check-Ins should:

- Happen monthly with each employee
- Always be one on one
- Be both personal and professional
- Cover “now” feedback and long term goals
- Build rapport over time
- Cut down on unplanned disciplinary conversations
- Be a good indicator of how well managers are set up to manage



EMANCIPET

Monthly Check-In Form

Employee Name: _____ Date of Check-in: _____ Date of Next Check-in: _____

Motivators – *insert here* Reinforcers – *insert here* Stress Indicators – *insert here* De-Stressors – *insert here* Learning Style – *insert here* Preferred Forms of Recognition – *insert here*

Discussion Topics	What's Going Well?	Challenges	Employee's Follow – Up	By When	Supervisor's Follow – Up	By When
Topic 1:						
Topic 2:						
Topic 3:						
Topic 4:						
Professional Development <i>Progress on Goals</i>						
New Ideas/Strategies						
Personal Development						
Employee Feedback						
Supervisor Feedback						

Employee Signature: _____

Supervisor Signature: _____



TRAINING

The opinion we form in our first few weeks on the job stays with us.

FOUNDATIONS

- Emancipet True North
- High-Quality Veterinary Care
- Culture Of Philanthropy
- Open Book Management

SURGERY TECH

- Let's Get This Party Started
(Preparing the Patient for Surgery)
- Call Me Maybe
- The Ring Leader
- Closing Time
- Emergency and Anesthesia
(Review)

HPS TECH

- VetBlue 101
- Keeping It Clean
- Hokey Pokey
- You Look So Familiar
- Animal Hugs (HPS Edition)
- What's My Name?
- Should I Stay or Should I Go?
- It's In the Bag

LEADERSHIP

- Next Generation Leadership
- Veterinarian to Leader
- Hiring for Culture
- Managing for Culture



GOT QUESTIONS?

I got you...

Visit us online at:
emancipetnewschool.org

Drop us a line at:
newschool@emancipet.org

