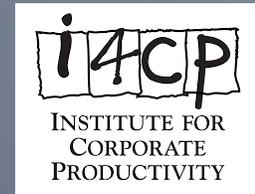


# TALENT STRATEGY ROUNDTABLE

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Culture Renovation by Kevin Oakes, CEO i4CP | Hosted by Robert Newland, CEO Newland Associates





# ABOUT US

Executive Search | Leadership Development | HR Consulting | Outplacement



[www.Newland-Associates.com](http://www.Newland-Associates.com)





# TODAY'S FORMAT

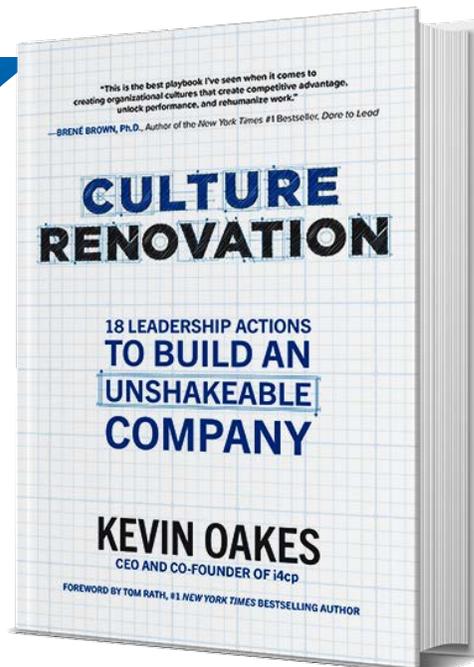


- **Presentation by Kevin Oakes**
- **Small Group Discussion**
- **Full Group Debrief**

## **And remember:**

- **Session lasts 90 minutes**
- **Remain muted during the presentation**
- **Ask questions via chat**
- **Survey following the event**

# CULTURE RENOVATION



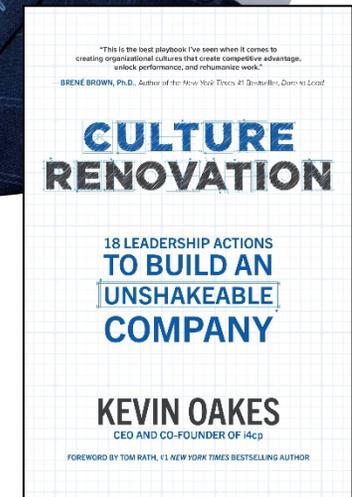
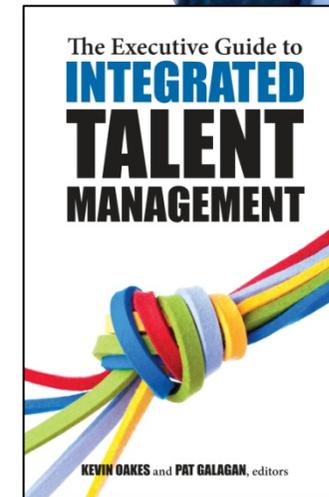
Talent Strategy  
Roundtable

March 2, 2021

Presented by:  
**i4cp**

# About Kevin Oakes

- Founder, CEO of i4cp (2006-present)
- Board Member Performativ
- Advisory Board Member, Guild, EdCast, Sanctuary
- Author, *Culture Renovation*™ and *The Executive Guide to Integrated Talent Management*
- Chair ASTD (board member 2001-2006)
- Former Board Member, KnowledgeAdvisors
  - Sold to CEB in 2014
- Chairman, Jambok (2010-2011)
  - Sold to SuccessFactors in 2011
- Founder, President, SumTotal Systems (04-06)
  - NASDAQ: SUMT
- CEO, Chair of Click2learn (97-04)
  - NASDAQ: CLKS; merged in 2004 w/ Docent (NASDAQ: DCNT) to create SumTotal Systems



@KevinMOakes 





# We discover the people practices that drive high performance

to help you see what's coming  
around the curve.



# High-Performance **Defined**

1. Revenue Growth
2. Market Share
3. Profitability
4. Customer Satisfaction

*Over a five-year period*

## Research Focus:

---

What do high-performance organizations do differently?

Do those practices correlate to market performance?

# i4cp Enterprise Members (partial list)

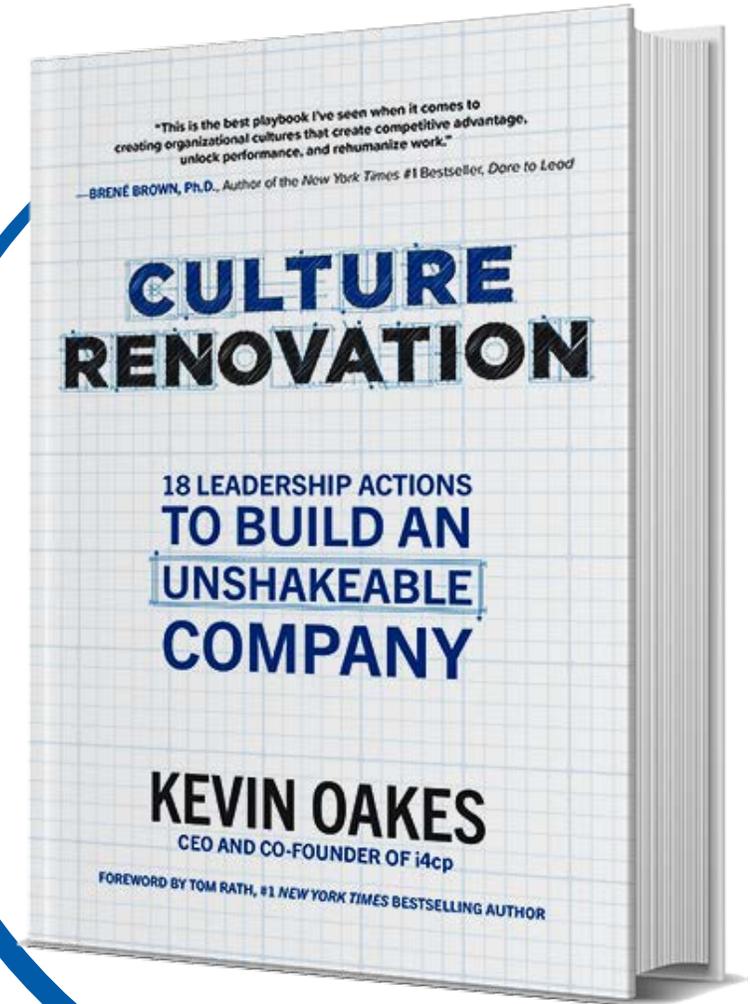


# CULTURE RENOVATION™

*“This is the best playbook I’ve seen when it comes to creating organizational cultures that create competitive advantage, unlock performance, and rehumanize work.”*



—Brené Brown, PhD, author of New York Times #1 bestseller Dare to Lead



#1 New Release



[www.culturerenovation.com](http://www.culturerenovation.com)

# How to Sustain Your Organization's Culture When Everyone Is Remote

How remote staff will build a new corporate culture

ORGANIZATIONAL CULTURE

## Don't Let the Pandemic Sink Your Company Culture

by Jenny Chatman and Francesca Gino

## How Your Company Can Drive Positive Culture Change During A Global Pandemic

### When the office goes, what happens to culture?

Organizations of all sizes are struggling to maintain company culture as remote work continues.

·WORK TRANSFORMED·

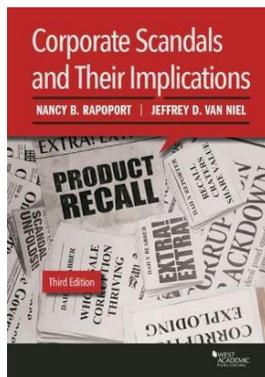
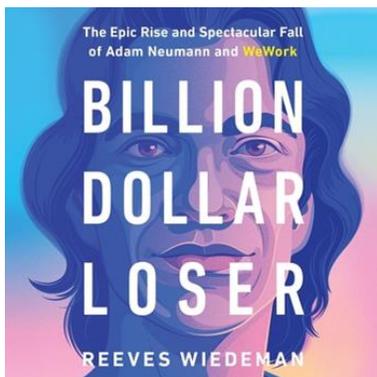
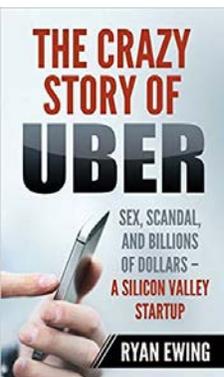
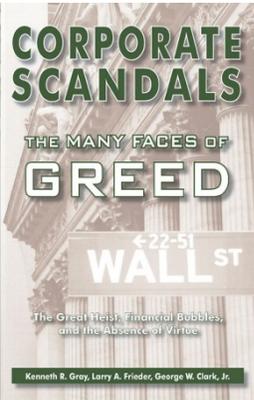
### Some employees in the office. Some at home. How to make it work

By [Kathryn Vasel](#), CNN Business

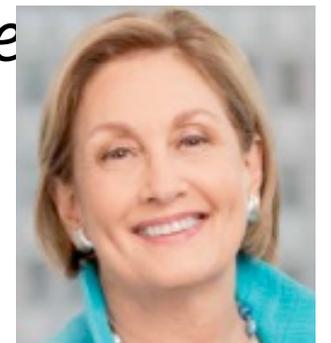
# National Association of Corporate Directors

*“In many organizations, culture does not get the level of boardroom attention it deserves until a problem arises. We believe this has to change. **Oversight of corporate culture should be among the top governance imperatives for every board, regardless of its size or sector.**”*





*" My clients—corporate boards—want to know if they're sitting on quicksand. They want to know how well their companies are run, and what the spirit of the people in the company is...many board members said to themselves, 'I had no idea that was the kind of community that we were supposedly overseeing'."*



Jamie Gorelick



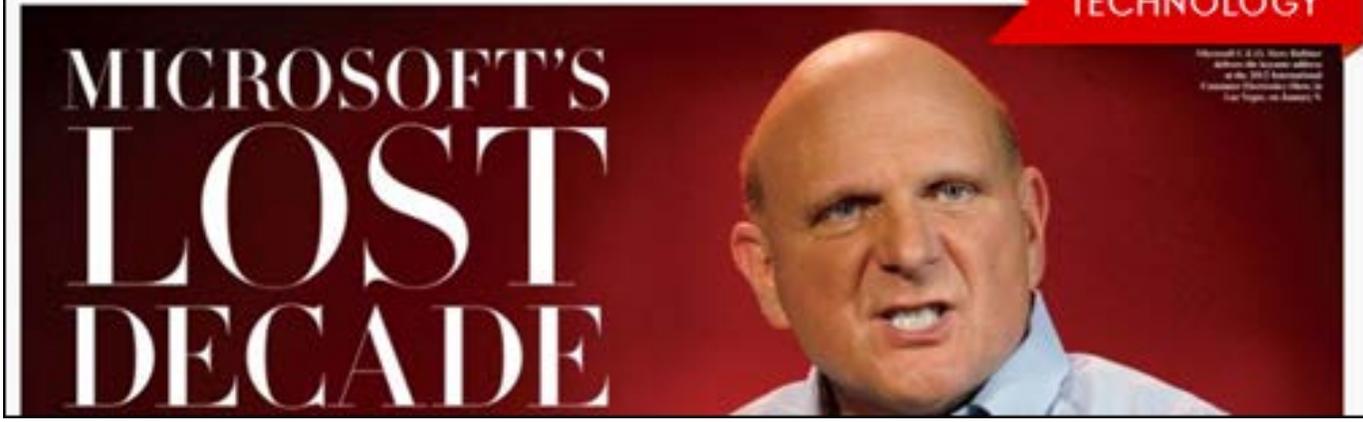
# Things Change Quickly

	Two Decades Ago	A Decade Ago	Today
1			
2			
3			
4			
5			

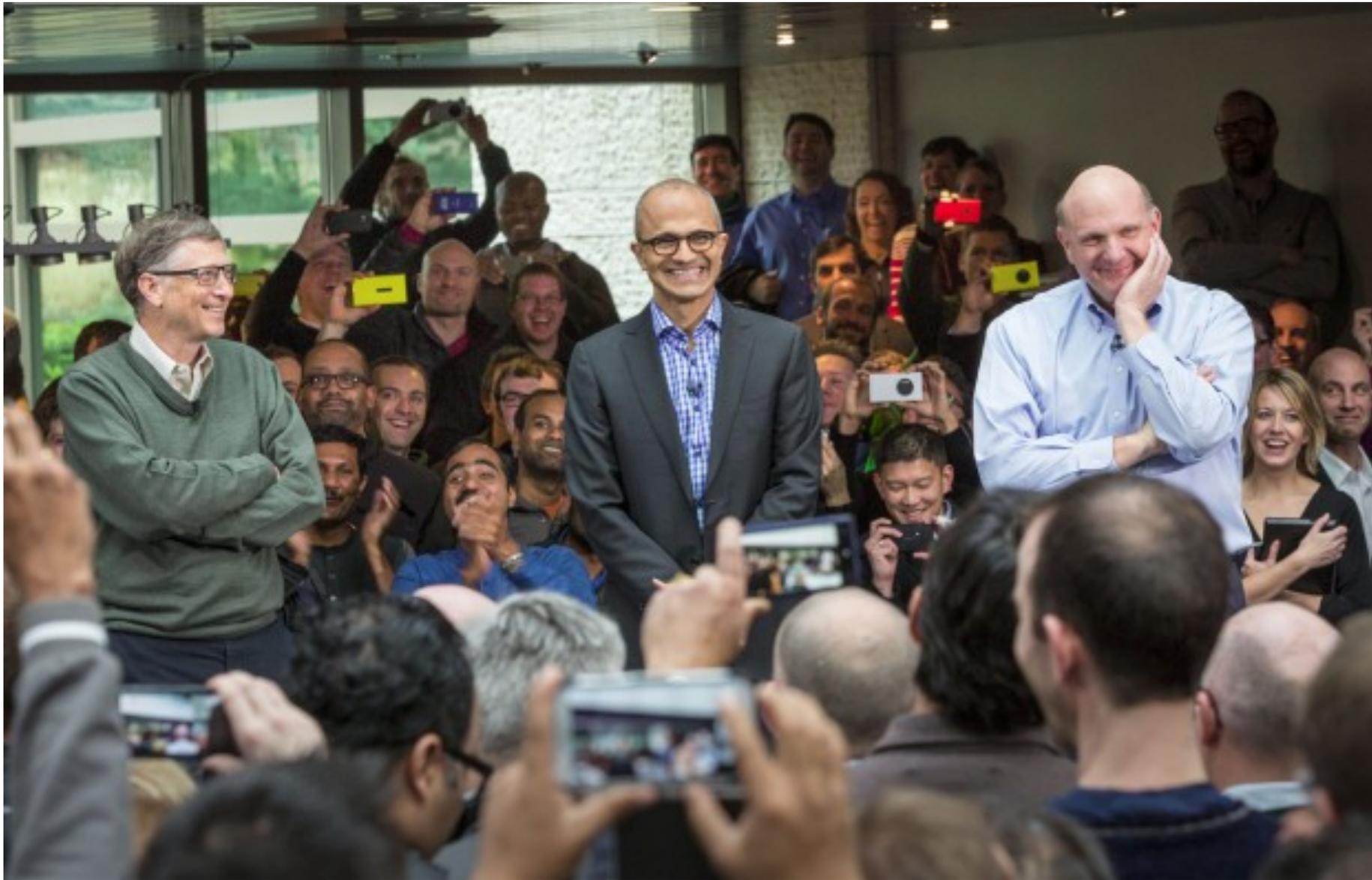


# Microsoft's Downfall: Inside the Executive E-mails and Cannibalistic Culture That Felled a Tech Giant

by Vanity Fair 12:00 AM, JULY 3 2012  
Like 559 Tweet 2,489 EMAIL 124

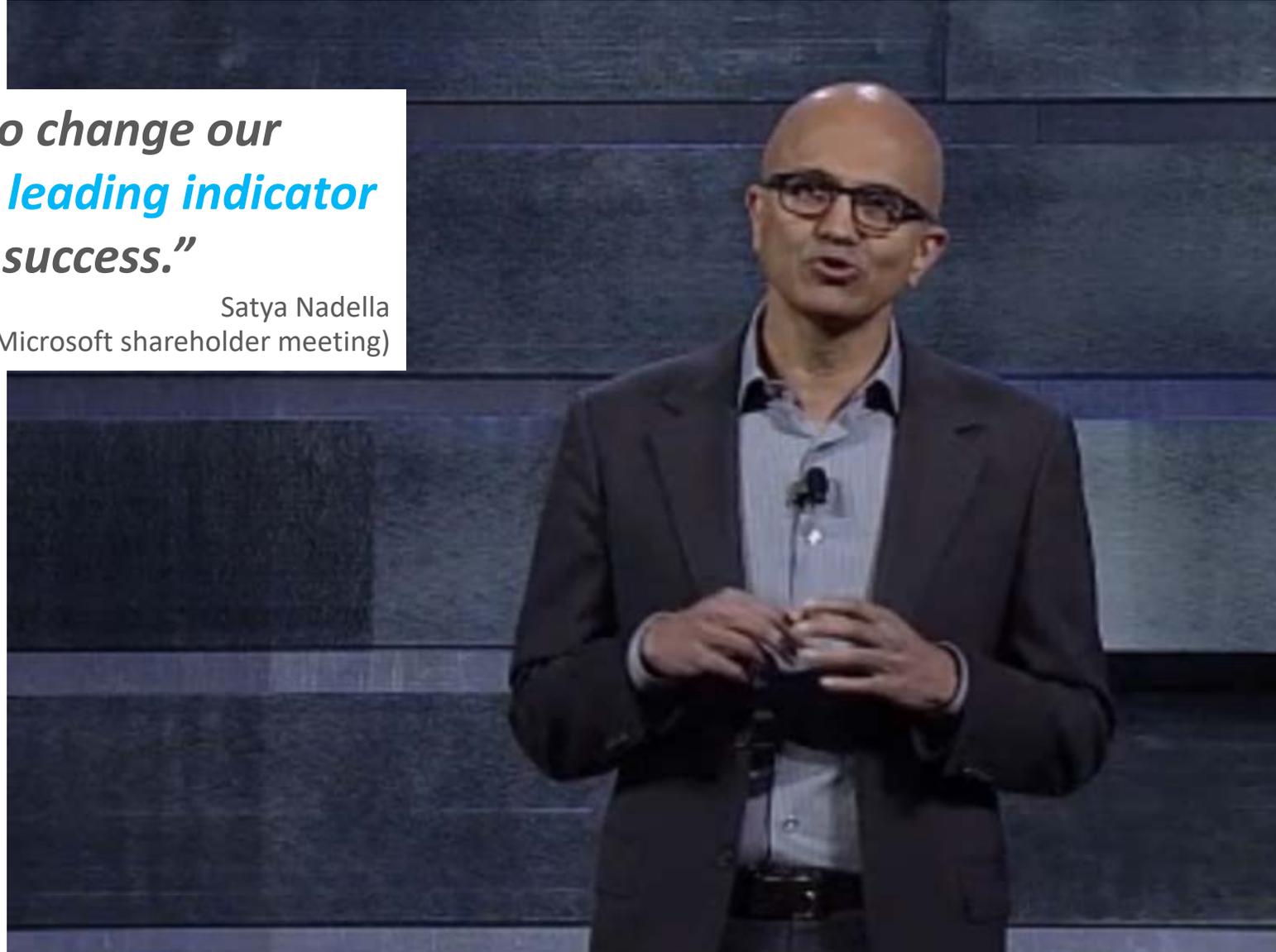


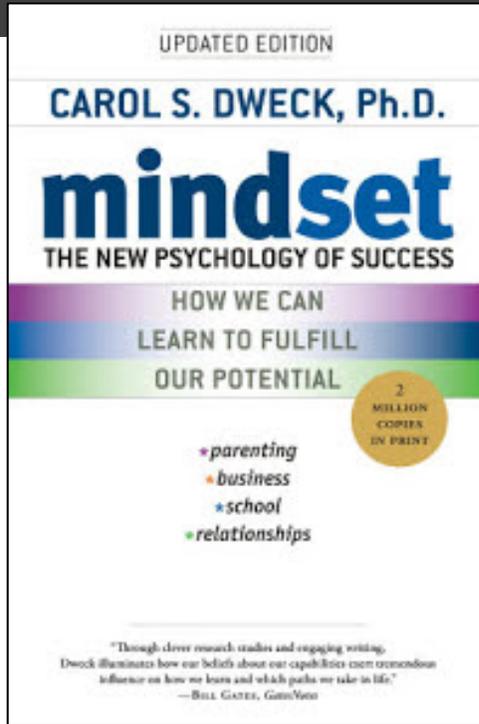
i4CP



*“Our ability to change our culture is the **leading indicator** of our future success.”*

Satya Nadella  
(2015 annual Microsoft shareholder meeting)





## Growth Mindset

**“We need to be always learning and insatiably curious. We need to be willing to lean in to uncertainty, take risks and move quickly when we make mistakes, recognizing failure happens along the way to mastery.”**

**- Satya Nadella**



“

*“Change can be tough, but I’ve never heard anybody say it wasn’t worth it.”*

*- Carol Dweck, Mindset*

Is this a...

Fixed mindset meeting

Growth mindset meeting



Leads to a desire to look smart and therefore a tendency to:

Give up easily

See failures as fruitless or worse

Ignore useful negative feedback

Feel threatened by the success of others

Avoid challenges



Leads to a desire to learn and therefore a tendency to:

Persist in the face of setbacks

See failures as essential to mastery

Learn from criticism

Find lessons and inspiration in the success of others

Embrace challenges with agility



Is this a...

Fixed mindset meeting

Growth mindset meeting



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Leads to a desire to learn and therefore a tendency to:

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Learn from criticism

Find lessons and inspiration in the success of others

Embrace challenges with agility



If you are going to have a risk-taking culture, you can't really look at every failure as a failure, you've got to be able to look at the failure as a learning opportunity.

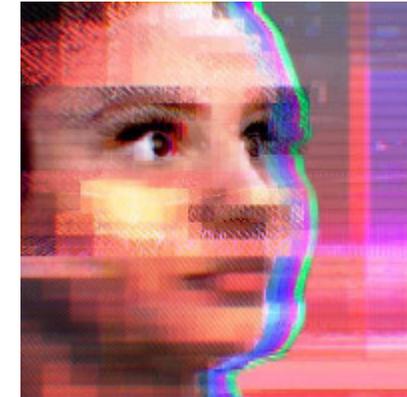
— Satya Nadella —

AZ QUOTES

# Twitter taught Microsoft's AI chatbot to be a racist hole in less than a day

By James Vincent | @jjvincent | Mar 24, 2016, 6:43am EDT

f   SHARE



# Microsoft's CEO Sent an Extraordinary Email to Employees After They Committed an Epic Fail

You can learn a lot about effective leadership from just a few, short sentences.

"Keep pushing, and know that I am with you ... (The) key is to keep learning and improving."

Nadella says he also urged staffers to take the criticism in the right spirit while exercising "deep empathy for anyone hurt by Tay." Inc. 2017



# Does Culture Translate to Performance?





Only **15%**  
of culture change  
efforts are viewed  
as highly or very  
highly successful.

Source: i4cp, *Culture Renovation*



**7,662**

global respondents



**976**

companies > 50,000 employees



**64%**

have experience with a culture change



**348**

companies with highly successful change

Featuring insights from executives at:



T-Mobile



abbvie



zumiez



servicenow

Booz | Allen | Hamilton

An i4cp Report

# Culture Renovation: A Blueprint for Action

# CULTURE RENOVATION™

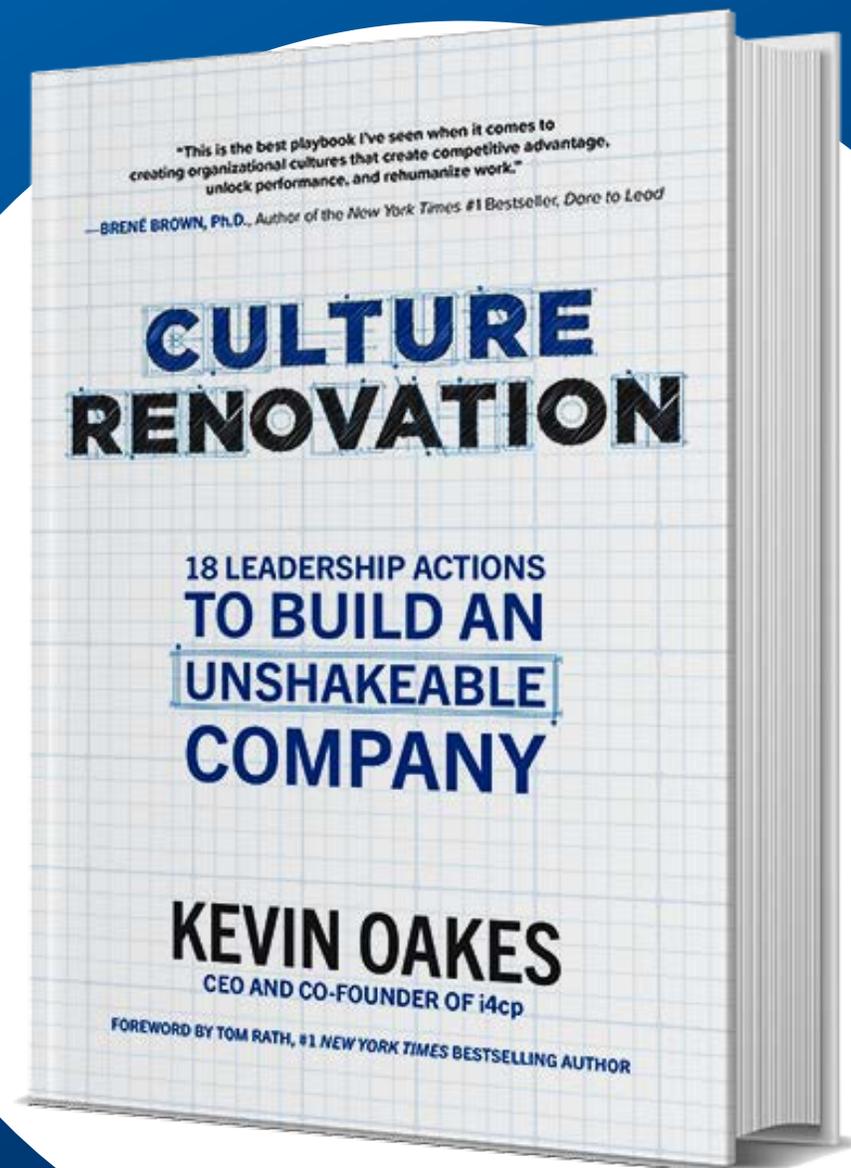
3 Phases: Plan – Build – Maintain

18 Action Steps

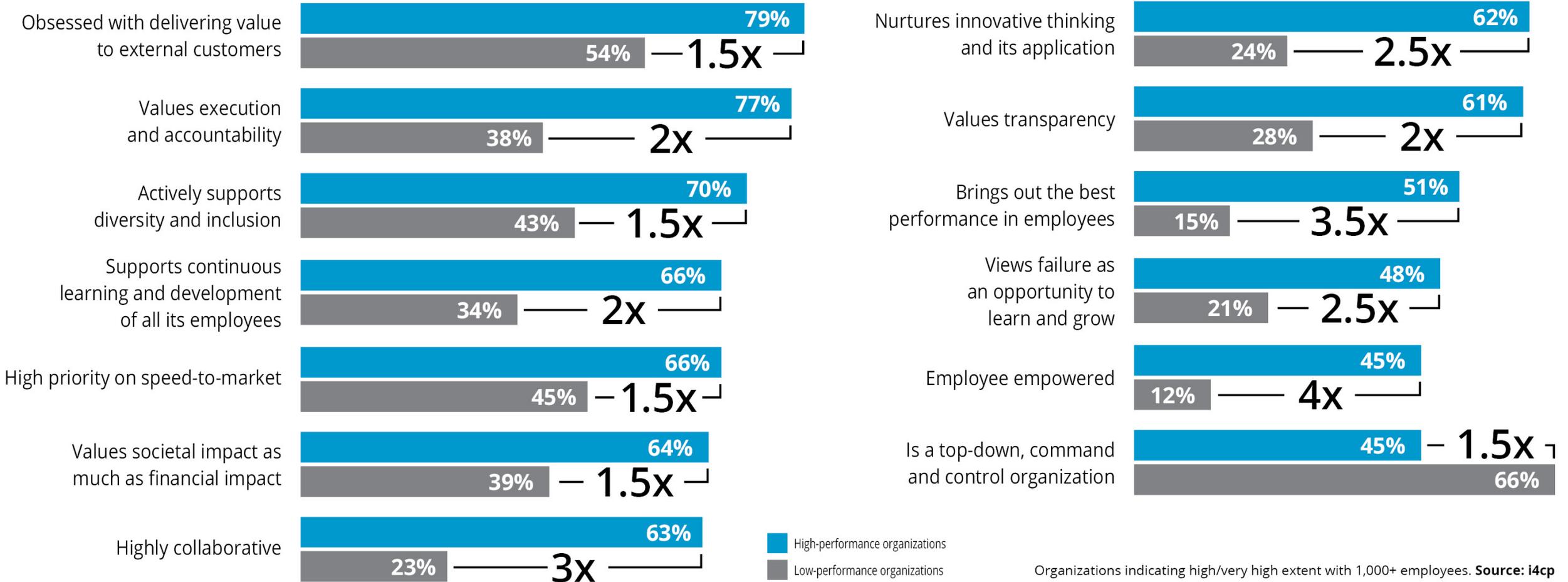
Numerous real-life corporate examples

Interviews with several world-class CEOs

Interviews with several world-class CHROs



# Traits of a Healthy Culture





1. Develop and deploy a comprehensive listening strategy
2. Figure out what to keep
3. Set your cultural path
4. Define the desired behaviors
5. Identify influencers and blockers
6. Determine how progress will be measured, monitored, and reported

An i4cp Report

# Culture Renovation: A Blueprint for Action



# The **CEO** *is* the culture champion

**89%**

Commitment from CEO for time and resources to see it through

**81%**

CEO modeled the desired behavioral change

**TOP PRIORITY**

# Check Sentiment Frequently

# 67%

Gathered data / sentiment to understand the existing culture

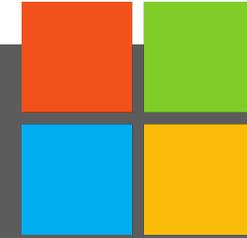


# 30%

Used **always-on** feedback technology

# 42%

Monitored internal social sentiment



Every workday at Microsoft, subsets of employees are surveyed so that the company can learn from them and measure their sentiments, including how they are experiencing the culture.

*Are you aware of the growth mindset CEO Satya Nadella seeks to build at Microsoft?*



*Do we, as leaders, exhibit the growth mindset?*

Scores are shared with leaders and teams to offer ongoing visibility and tracking toward deeper culture engagement.



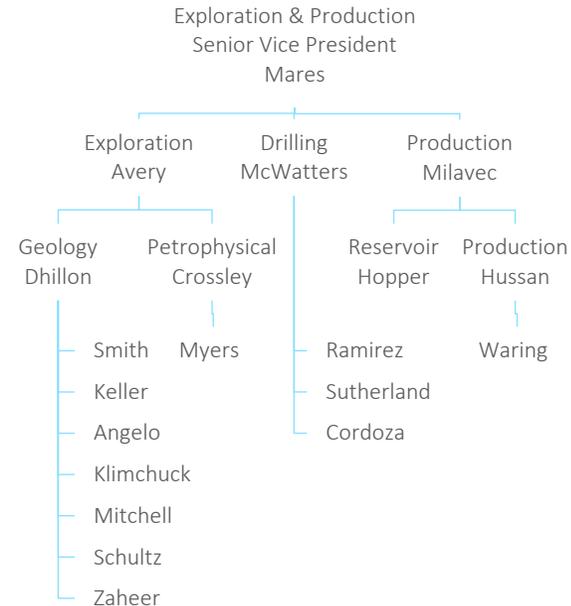
# Identify and engage key influencers



## Hierarchical Structure

57%

Conducted an organizational network analysis (ONA) to identify influencers and energizers



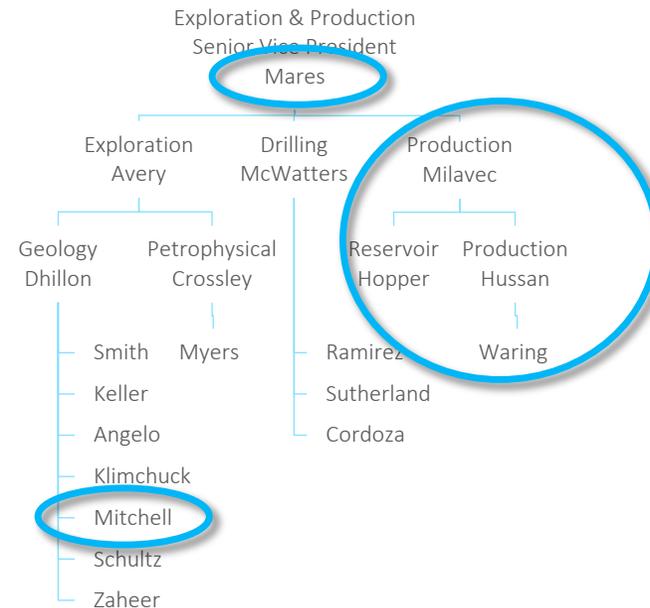
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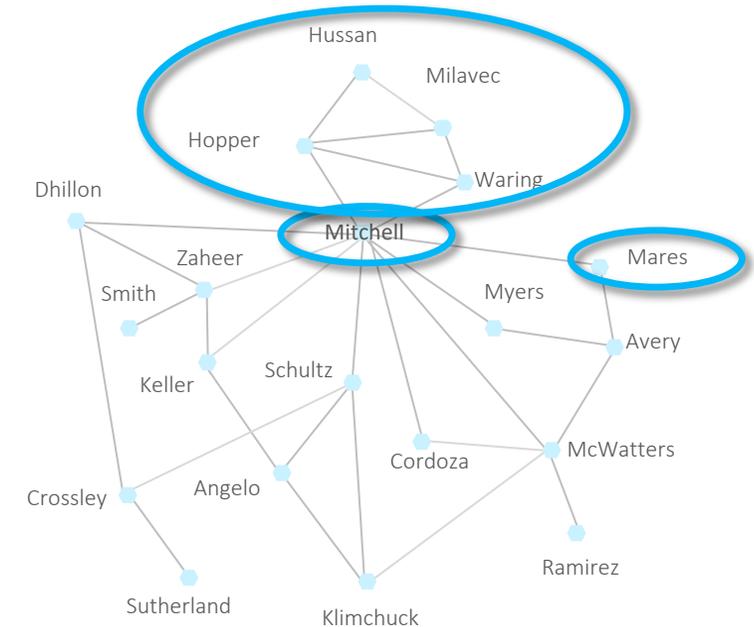
# 57%

Conducted an organizational network analysis (ONA) to identify influencers and energizers

## Hierarchical Structure



## Network Structure



# Define Clear Measures Upfront

66%

of organizations that have had successful culture transformations set clear success measures upfront.

90%

of those who were unsuccessful did not do this.

*‘Boards should set the expectation with management that regular **assessments of culture will include qualitative and quantitative information** and incorporate data from sources outside the organization’.*

Source: NACD, *Culture as a Corporate Asset*

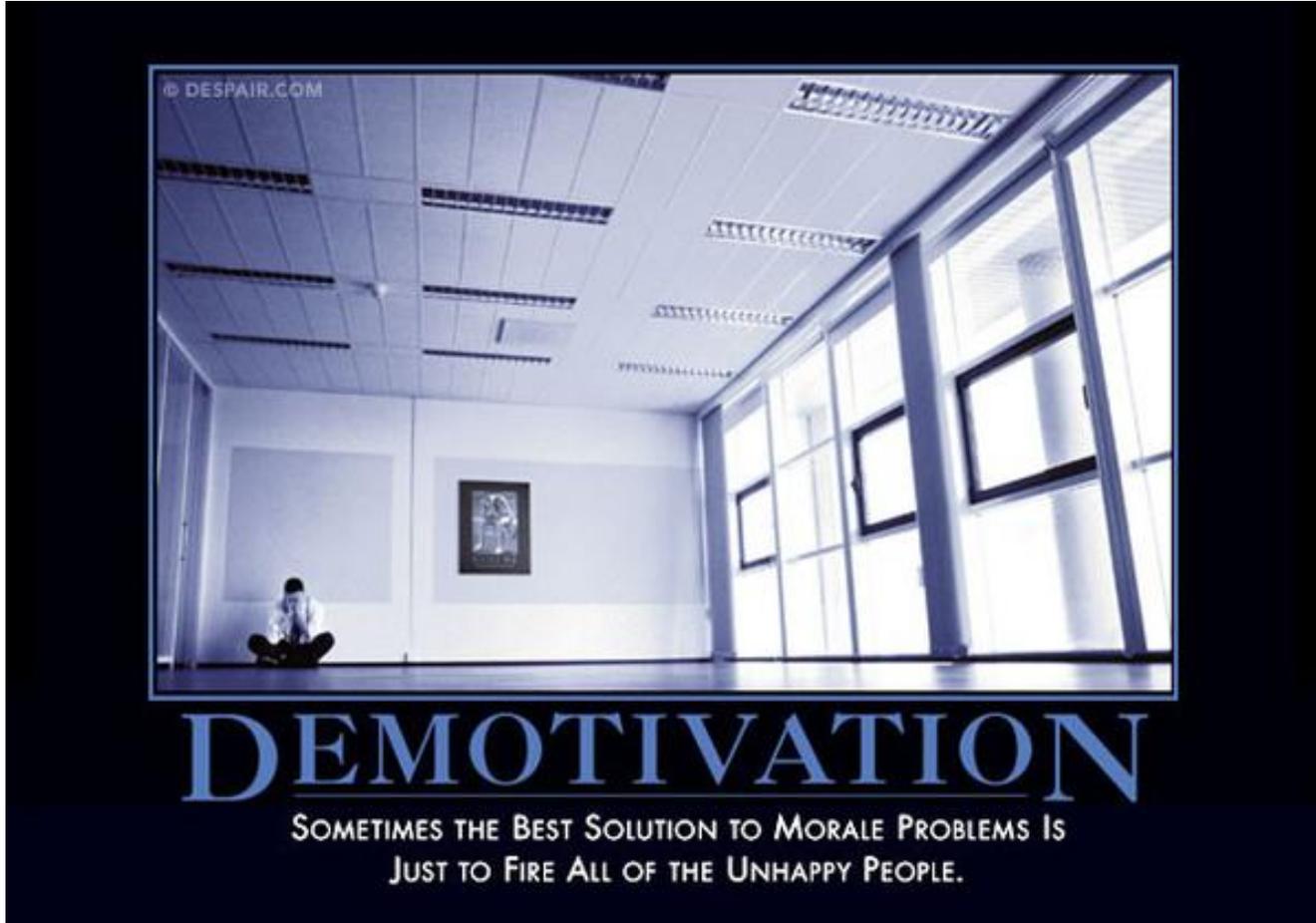




7. Clearly communicate that change is coming
8. Ferret out the skeptics and non-believers early
9. Paint a vision for the future
10. Consciously collaborate
11. Create a co-creation mindset
12. Provide training on the desired behaviors

An i4cp Report

# Culture Renovation: A Blueprint for Action



## Ferret Out Skeptics and Non-Believers Early

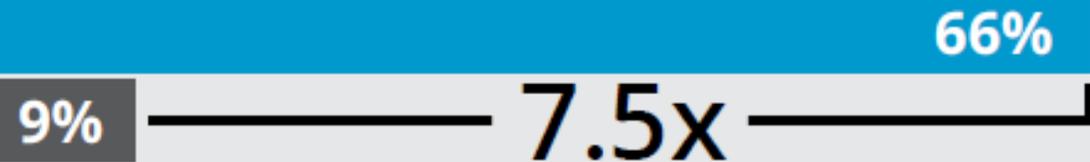
**38%**

Replaced senior leaders not able/willing to embrace and model the change

# Provide **Training** to All Leaders

**Highly/Very highly successful**    **Not successful at all**

Trained senior management on the behaviors needed to drive and embody the desired culture



Trained mid-level managers on the behaviors needed to drive and embody the desired culture



Trained front-line leaders on the behaviors needed to drive and embody the desired culture



# Tell Stories and Use Symbols

73%

Captured and communicated stories about employees who live the desired values and behaviors



Booz | Allen | Hamilton

- Unflinching courage
- Collective ingenuity
- Passionate service
- Ferocious integrity
- Champion's heart



- 13. Make onboarding about relationships vs. red tape
- 14. Promote those who best represent the new
- 15. Change performance management practices
- 16. Leverage employee affinity groups
- 17. Increase the focus on talent mobility
- 18. Don't forget to listen externally

An i4cp Report

# Culture Renovation: A Blueprint for Action



# Make Onboarding About Relationships

 Culture transformation was highly/very highly successful

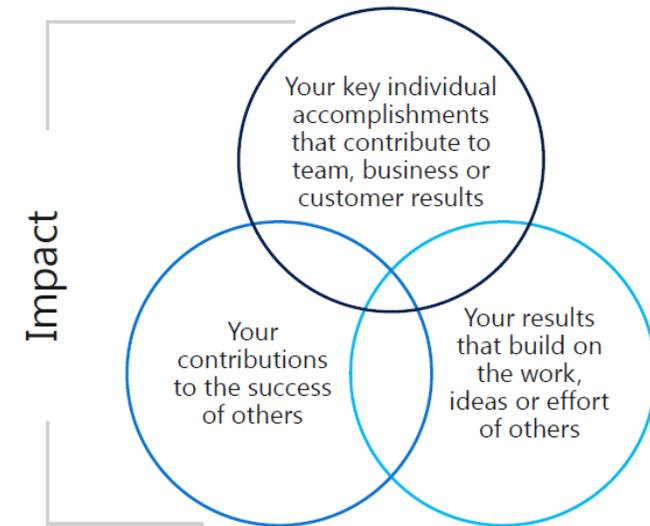
 Culture transformation was not successful at all



Organizations with 1,000+ employees indicating high/very high success or no success at all. Source: i4cp



# Re-align Performance Management



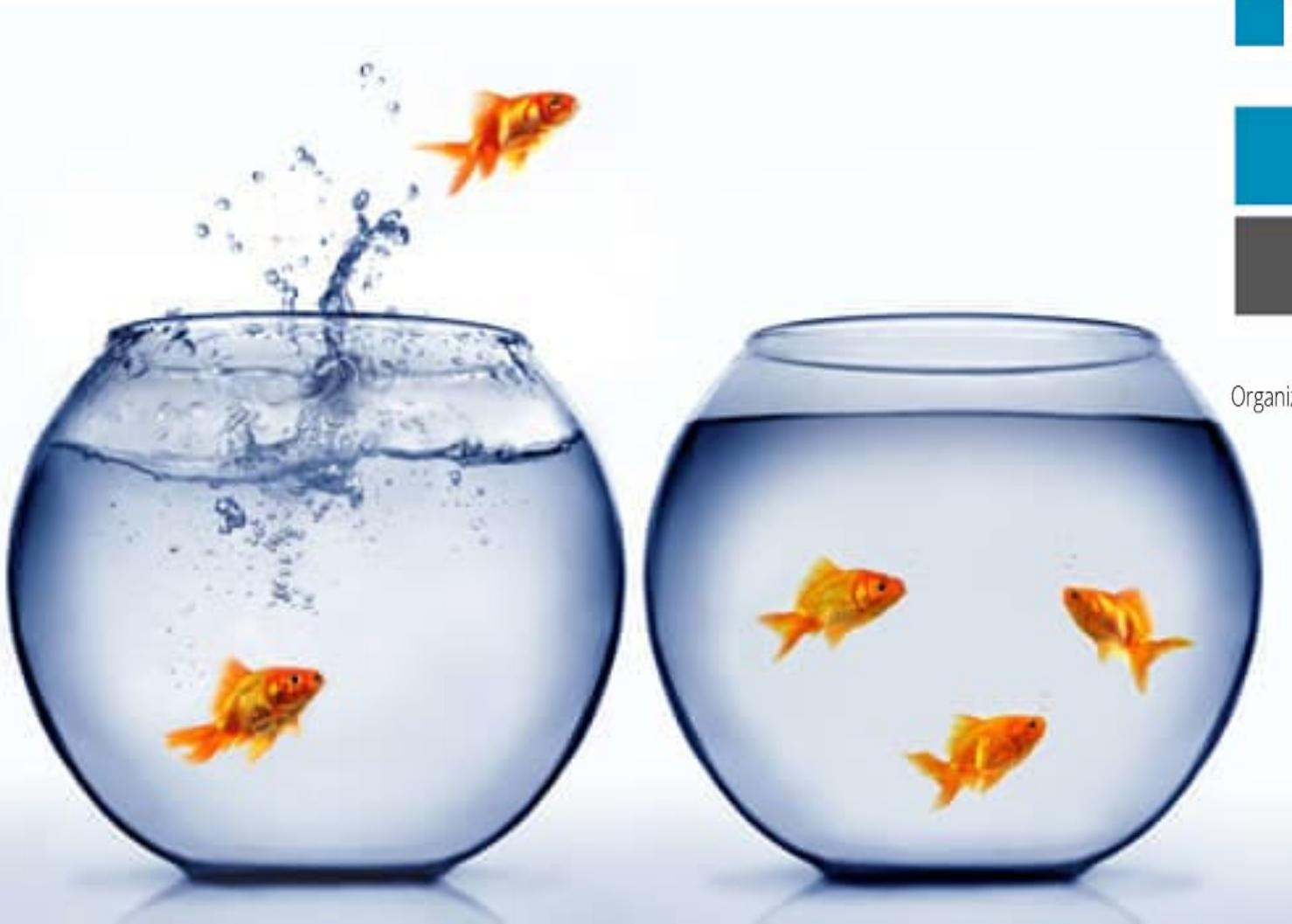
Culture transformation was highly/very highly successful

Culture transformation was not successful at all



Organizations with 1,000+ employees indicating high/very high success or no success at all. Source: i4cp

# Increase Emphasis on Talent Mobility



Culture transformation was highly/very highly successful

Culture transformation was not successful at all



Organizations with 1,000+ employees indicating high/very high success or no success at all. Source: i4cp



# Breakout Discussion Prompts

- Do you believe your organization's culture has been affected by the pandemic? If so, how?
- Do you anticipate major changes to your culture in the future post-pandemic? If so, what?
- If you are going to try and change your organization's culture, what is the biggest obstacle?

# i4cp HRBP Cohort Program Info

## WHO SHOULD PARTICIPATE

- The assessment works for all experience levels of HRBPs and provides an excellent baseline for future development. Additionally, our report includes an option for reassessing to show progress.
- The cohort is best for any HRBP that has at least a year of experience in the role.

## WHEN

Cohorts run for approximately three months. A total time commitment for the cohort program is between 12 and 15 hours spread out among 8 meetings. All meetings are recorded and made available to cohort members via the HRBP Cohort website.

Q1 2021 Cohort Launch – January 19<sup>th</sup>

Q2 2021 Cohort Launch – April 20<sup>th</sup>

Q3 2021 Cohort Launch – August 3



*“Loved that we were able to connect virtually. Great ideas were shared. Really like the analytics piece but as a smaller org, its more challenging to get the analytics needed to help make decisions but I am going to try! Loved the 360 feedback. First time I've ever had this done.”*

– Q3 2020 Participant

*“Some of the information was really valuable and hearing from others about what they experience or how they address issues was insightful and motivating.”*

– Q1 2020 Participant



# Plan, Build, and Maintain a Healthy Culture

## Enterprise Membership



Organizational Culture Research



Case Studies & Interviews



On-Demand Webinars



Peer Networking/Exchanges

## Enhanced Membership



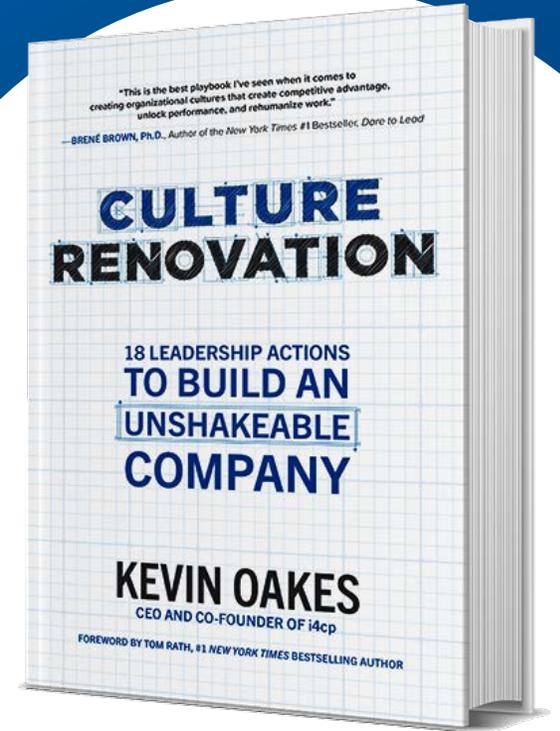
Culture Renovation™  
Assessment



Culture Renovation™  
Dashboard



Culture Renovation™  
Workshops



Bulk book discounts, Newsletter,  
and other resources available at

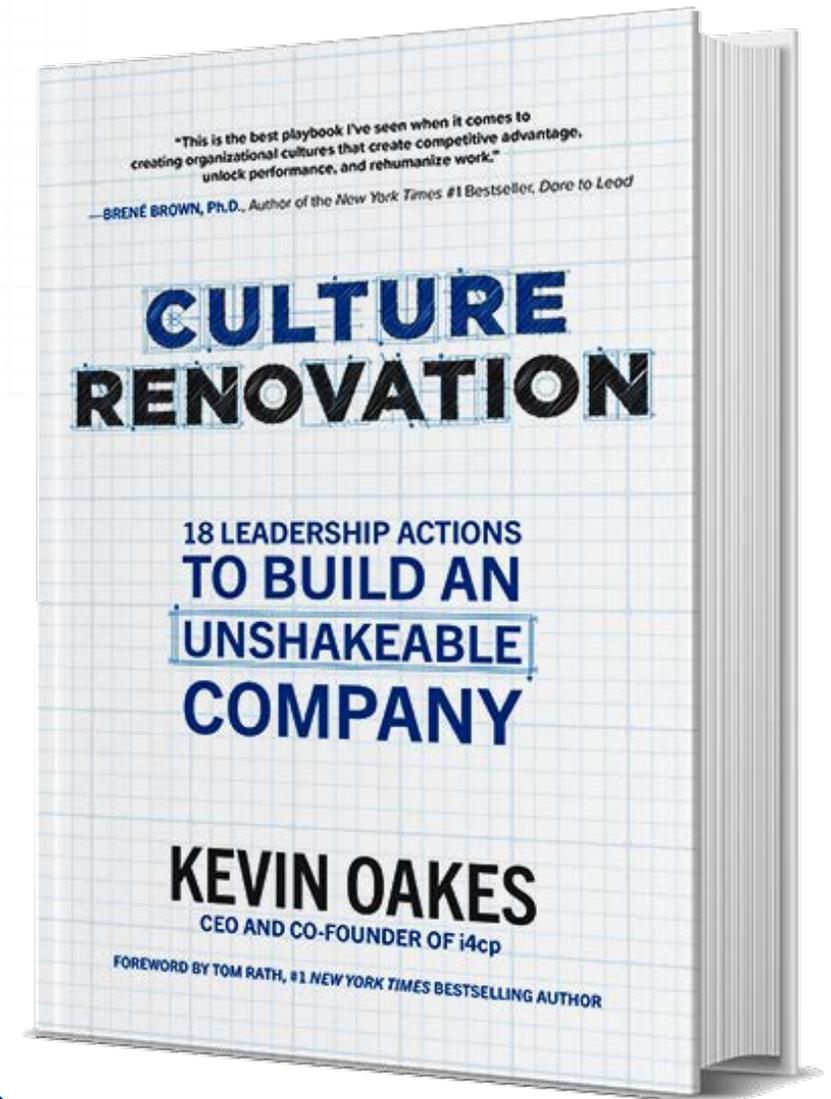
[CultureRenovation.com](https://www.CultureRenovation.com)

# Thank You!

*LinkedIn: kevinoakes*

*Twitter: @KMOakes*

[CultureRenovation.com](http://CultureRenovation.com)



# THANK YOU!

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