

What about our Culture?

Empowering employees to make ETSU a
great place to learn, work, and grow
(SP #3)

Source material:

Manuscript: [Corporate Culture: Evidence from the Field](#). John R. Graham^{1,2},
Campbell R. Harvey^{1,2}, Jillian Popadak¹ and Shiva Rajgopal³

Youtube video: [Corporate Culture](#) with JR Graham

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What is culture?

- Described by study respondents as...
 - a beliefs system
 - a coordination mechanism
 - an invisible hand
 - how employees interact with one another

Where are organizations?

- 90% say Culture is important or very important
 - This is consistent across continents
- 15% say their culture is where they want it to be
- Over 50% say it needs work
- 34% say it needs considerable work or a substantial overhaul

Culture determinants/outcomes

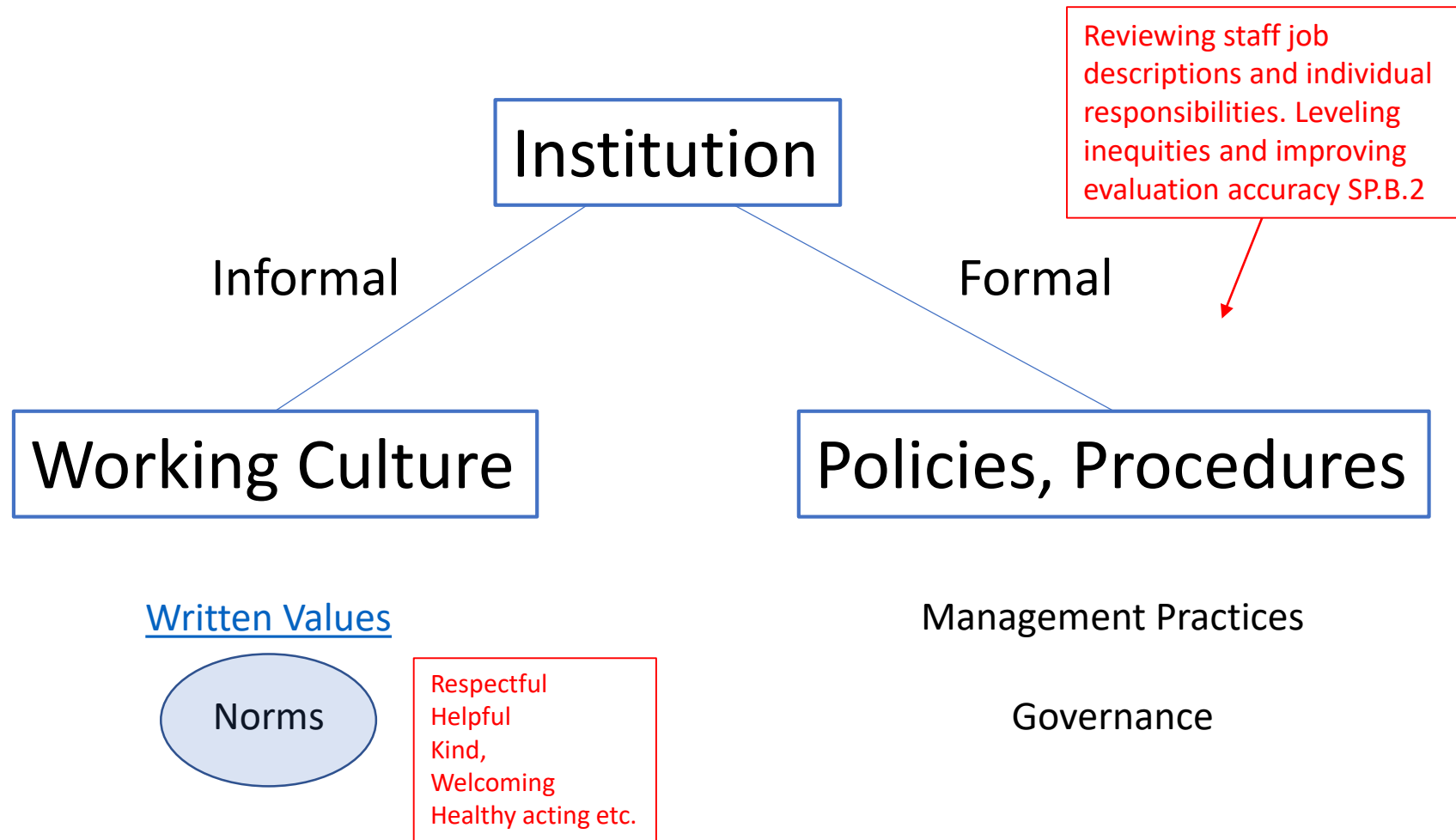
- Trust among employees
- Coordination between employees
- Broad agreement about goals and values
- Decisions reflect long-term goals
- New ideas develop organically
- Permission to speak freely
- Universal willingness to listen
- Consistency and predictability of employee actions
- Sense of urgency to make things work and work better

Strong Culture benefits

- Fosters creativity and encourages productivity
- Promotes more risk tolerance
- Mitigates myopic behavior
- Creates a climate for suggesting critiques and for allowing ideas to germinate organically
- Compensates for unintended mistakes

Key points from the author

- Institutional Culture is first-order important
- It all starts at the top, with leadership
- Much of Culture is defined by values and norms
 - Everybody posts their values on the web
 - Norms are the day-to-day living habits
- Two-step process for improving culture
 - Four elements have to be aligned to create an effective culture which then will produce desired outcomes.



Norms are how the values are lived out day to day.

“Without the norms, the values don’t matter very much.”

If there were Two ETSU's

- Similar locations
- Same size
- Same students, staff, and faculty
- Same physical and financial resources
- But different cultures
 - One is: Open, flexible, nimble thoughtful and caring, with effective and efficient policies
 - The other is: Closed, rigid, blindered and self-interested, with awkward, clumsy policies
 - Outcomes would be different.

How does any organization improve its culture?

- Starts with leadership
 - Leaders must define the values & desired norms, and model them, with dogged consistency.
 - Encourage employees to practice the values & norms, day to day
 - Need employees at all levels to buy in
- Seriously invest in culture
 - Dedicate time and resources to instill and reinforce values and positive norms
 - Recognize, celebrate and promote (and hire) employees who live the strong culture
- It's continuous, a long-term commitment – not just something you achieve in a weekend retreat.

End of presentation

Examples of types of cultures

- Entrepreneurial

- Dynamic startup culture, little to no bureaucracy and hierarchy, passion, creative, can-do, engaged, hectic, stressed, always looking for a better way, aggressive, perseverance; flexibility; proactivity, agility, shape the future; ambitious; constantly looking for innovation; start-up, fast paced, fun, scrappy, thinking outside the box, disruptive.

- Hierarchical

- centralized authority, conventional, traditional, buttoned-up; remote command and control.

- Collaborative

- Open, collaborative, professional, cooperative, sharing, with basic direction given, little to no politics, participatory, congeniality and collegiality, smooth and helpful, collaborative universal recognition no superstars, ; respect; equity; team work and selfless behavior to meet client demands; cooperation, not confrontation; 'not my job' does not exist at our firm; shared; supportive; family values of trust and respect, extremely close family atmosphere, friendly culture

More culture types

- Results oriented

- Customer delight, continuous improvement, accountability, dynamic and mission driven (customer satisfaction), excellence, continuously improving, high performance, high quality, high precision, service first, client focus, strong customer service commitment, focus on patient care #1, focused on results.

- High Integrity

- honest, factual, trustworthy, transparent, accuracy and credibility of financials, compliance with regulations and laws, sincerity, honesty; ethical, moral, accountability

More culture types

- In transition
 - Charming chaos which was familiar and helpful in the past but now it's coming to its limitations since we are growing fast, becoming more mainstream as we hire more GEN X/millennials, evolving,
- Dysfunctional
 - I am in it for myself, frustrated, misguided, below average, low performing; adequate; low risk, low reward; scared to make a mistake, fragmented, transactional, short term, mercenary, confused and rudderless; adherence to process, lack of innovation; they try to reach a consensus on too many things