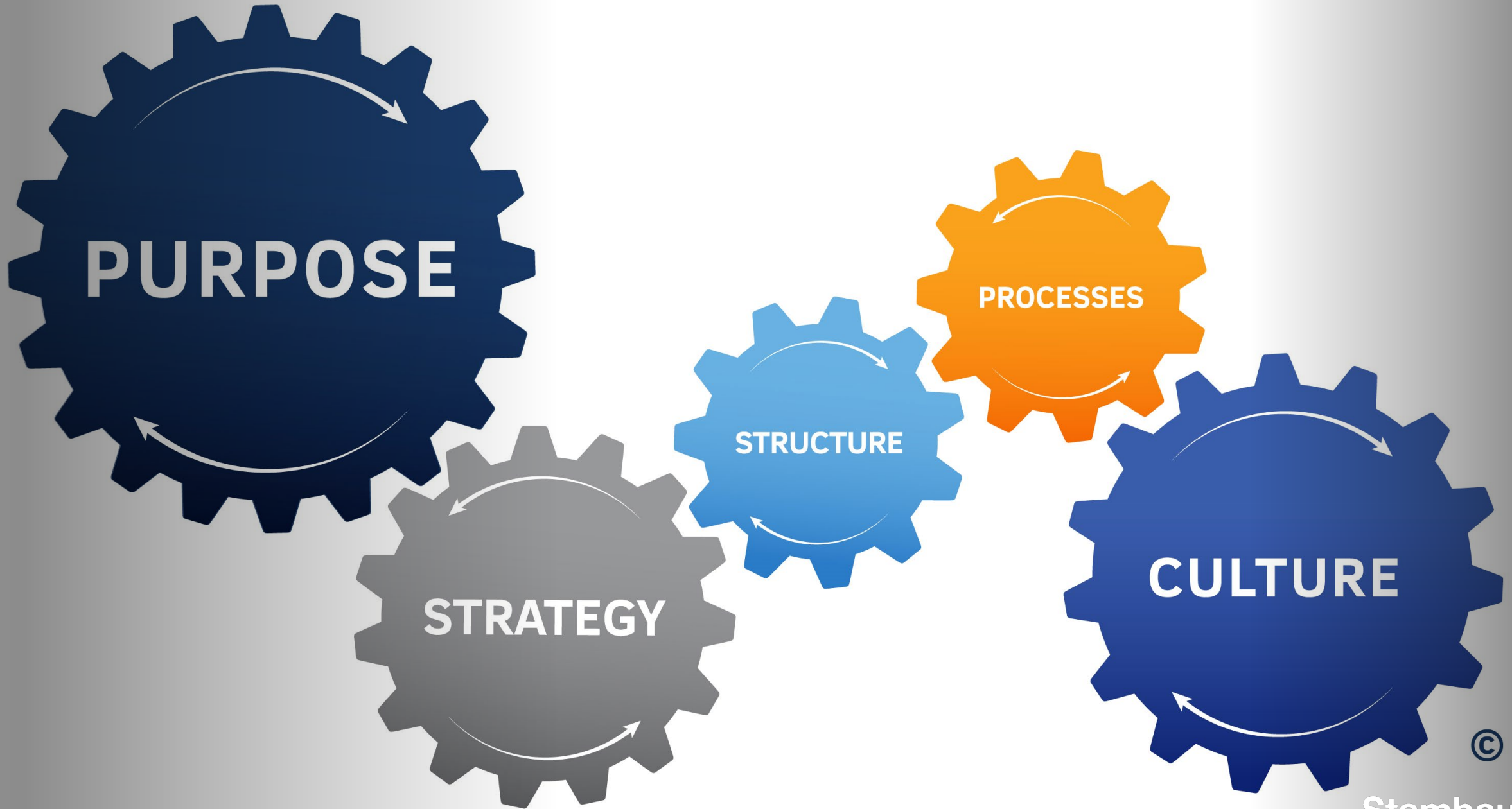






# Today's Objectives

- Discover how culture helps attract and retain employees
- Define the role behaviors play in culture
- Learn how to establish behavior accountability



“An organization’s soul and identity,  
providing both a platform to build upon and  
mirror to reflect its existence in the world” -  
*Deloitte*



“it articulates *WHY an organization exists, what problems it is here to solve and who it wants to be* to each human it touches through its work.” - *Deloitte*





“Purpose-driven companies witness higher market share gains and grow an average 3X faster than their competitors, while achieving higher employee and customer satisfaction” - *Deloitte*



# Poll Question #1

What does culture mean to you?

- Shared set of values
- Fun place to work
- Melting pot of backgrounds
- Other

Culture  $\neq$   
Pizza Parties

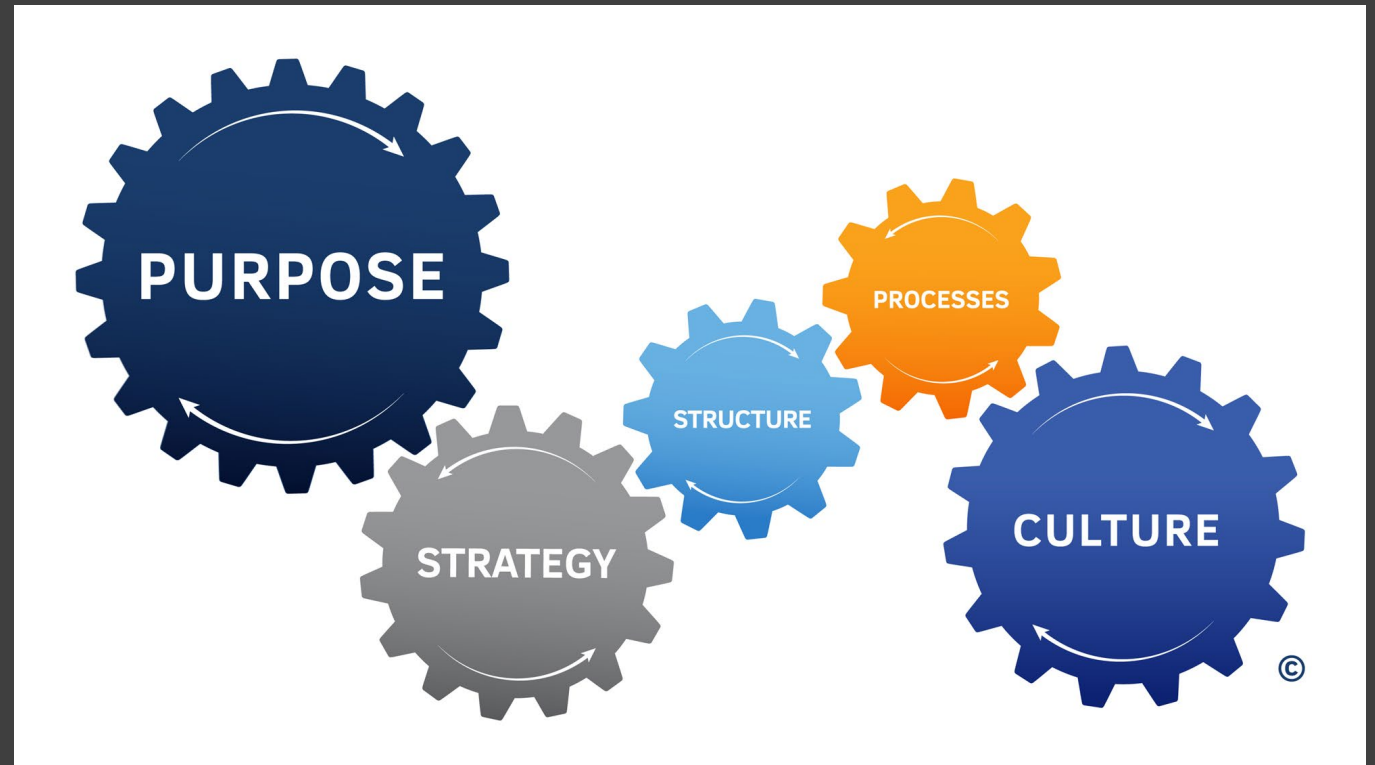




# How are we unique?

*“The key to a successful organization is to have a culture based on a strongly held and widely shared set of beliefs that are supported by strategy and structure”*

[Understanding and Developing Organizational Culture \(shrm.org\)](http://shrm.org)



Is Purpose and a shared set of beliefs enough?



“The culture of a company is the sum of the behaviors of all its people” – *Michael Kouly*



“Organizations can’t change their culture unless individual employees change their behavior – and changing behavior is hard” – *Keith Ferrazzi*



## Poll Question #2

How would you describe your culture?

- Great!
- Not so good
- Awful

# Motivation

## Motivators (Satisfiers)

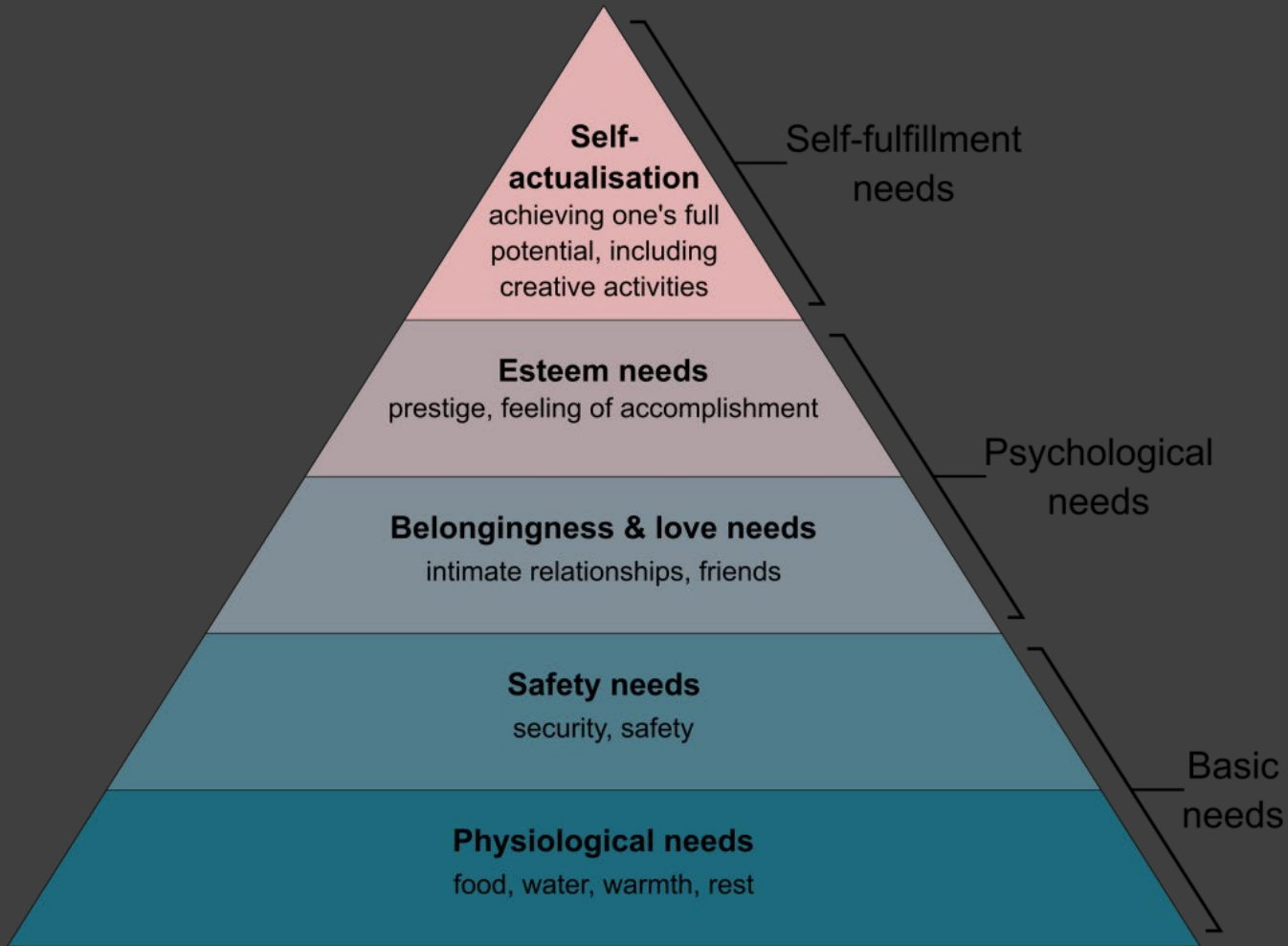
- Performance
- Achievement
- Recognition
- Responsibility
- Work itself
- Advancement
- Growth opportunities

## Hygiene Factors (Dissatisfiers)

- Relationship with peers
- Company policies
- Physical workplace
- Work conditions
- Salary
- Status
- Security
- Relationship with supervisor
- Supervision

# Hertzberg's Motivation Two-Factor Theory

<https://scholar.google.com>



# Maslow's Hierarchy of Needs

<https://scholar.google.com>





# Intrinsic Motivation

[What Does Intrinsic Motivation Mean? \(verywellmind.com\)](https://www.verywellmind.com/what-does-intrinsic-motivation-mean-2796167)

“engage in a behavior because it is naturally satisfying to you”

# Intrinsic Motivation Examples

- Hobby
- Read a book
- Take a class
- Vacations
- Concert
- Type of work
- Volunteer
- Run a half marathon
- Learning & Development



# Core Values

## Organizational

- Intentions about the stakeholder's experience
- Commitment to how the organization is run

## Individual

- Standard – honesty, respect, integrity
- Personality – passionate, creative, fun



# Extrinsic Motivation

[What Does Intrinsic Motivation Mean? \(verywellmind.com\)](https://www.verywellmind.com/what-does-intrinsic-motivation-mean-2796173)

“engage in a behavior in order to earn external rewards or avoid punishment”

# Extrinsic Motivation Examples

- Trophy
- Allowance for completing chores
- Commission or Bonus
- Promotion
- Degree/Certification

# Motivation- Recruiting & Retention

What intrinsically motivates people to want to join your organization?

- Purpose/Mission
- Core Values
- Learning & Development
- Project Type(s)

What extrinsically motivates people to want to join your organization?

- Professional Achievement
- Total compensation package
- Impact of work

# Aligning Behaviors

- Do we have people on the team that are intrinsically and extrinsically aligned with where we want to go?
- Have we provided clear guidance and expectations?
- Are we encouraging the behaviors that help the company achieve its strategic initiatives?

# Measuring Performance

- Are positions/roles clearly defined?
- Who is being held accountable?
- Who has decision making responsibility?
- Are policies, procedures and processes being followed?





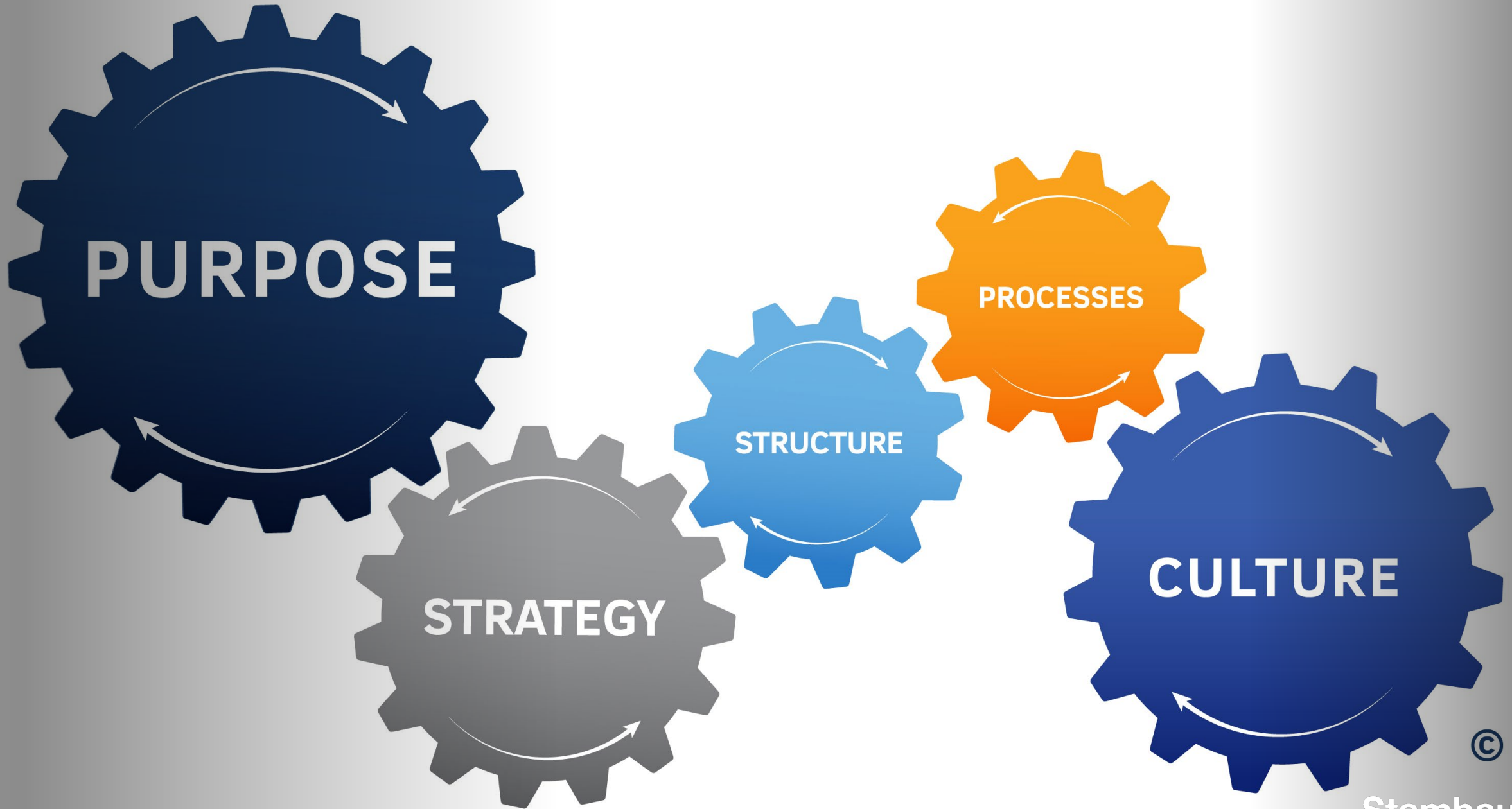
# Moving Forward

- Anticipating the future
- Providing clear direction
- Handling change



## Getting to the core

- Is our Purpose driving the company?
- Where do we want to go?
- What behaviors are we encouraging?
- What type of leadership is needed?



## Poll Question #3

Do you have a solid system in place – Purpose, Strategy, Structure, Processes, Culture?

- A. Yes
- B. No
- C. Unsure



# What's next?

*Organizational Architecture: Strategy*

*August 11, 2022*

Questions or Clarifications?

# Presenter:



## **Kristi Weierbach**

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Managing Director,  
Workforce Advisory

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Kristi focuses her extensive expertise on helping clients design a workforce that is not only prepared for the future, but one that leverages disruption to thrive and succeed. Weaving together a unique blend of anticipatory tools and insights with practical solutions, providing clients with an organizational architecture that empowers them for the NextGen.

Applying deep workforce knowledge, Kristi helps companies overcome challenges by providing strategic direction, implementing and improving policies and procedures, and skillfully turning human capital management into a competitive advantage.

### **Professional Highlights**

- National AE Industry Presenter
- PhD - Organizational Management
- MBA
- BS - Accounting
- Senior Certified HR Professional