Upshots Cheat Sheet

TAKING ACTION ON COMPANY CULTURE   LEONARDO DE LA ROCHA

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The Upshot

WHO IS THIS FOR?

- Managers noticing a disconnect between stated company values and how people are experiencing real life in the workplace.
- Managers in companies with recent "culture-related" feedback. This approach helps address specific concerns or areas flagged for improvement.
- Managers struggling to cultivate engagement or keen on creating a more inclusive workplace.
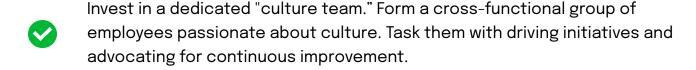
WHY IS THIS IMPORTANT?

- Co-creating culture gives employees a voice, fostering a sense of empowerment and investment in the company's success.
- Diverse perspectives from employees at every level can unlock fresh ideas that can solve problems and improve processes.
- Employees are more likely to stay in a company where they can impact the culture positively. This also makes the company more appealing to top talent.

HOW TO DO IT?

1. Gather insights: Use surveys, focus groups, or informal conversations to understand employees' perspectives on the current culture and desired changes.
    a. Read the formal company survey results and every individual response.
    b. Structure 1:1s to include real feedback on company culture and values.
2. Facilitate ideation: Host brainstorming sessions focused on improving culture. Encourage broad participation, emphasize that all ideas are valid. This can be done with a FigJam or other virtual brainstorming tools.
3. Collaborate on implementation: Work with employees to prioritize ideas and create an action plan. Delegate tasks where possible, giving employees ownership.
    a. Delegate to team members who came up with ideas or are passionate about them. What can they deliver in the next month or quarter?
4. Measure progress: Regularly assess the impact of implemented changes. Gather feedback, and adapt the plan as you go.
    a. Watch for engagement with the program. Are people clamoring to work on it? Pay attention to the chatter and interest around these ideas.
    b. Look for efficiency measures related to the culture initiative. For example, if autonomy or empowerment is valued, measure the time or effort around those cycles and ensure that they are getting shorter and tighter.
    c. Connect culture to business outcomes to show how a strong bottoms-up culture impacts key metrics such as innovation, retention, customer satisfaction, etc.
5. Celebrate successes: Recognize and reward contributions employees have made to shaping the company culture.

PITFALLS AND PRO-TIPS

✅ Invest in a dedicated "culture team." Form a cross-functional group of employees passionate about culture. Task them with driving initiatives and advocating for continuous improvement.

✅ Incentivize managers and employees to contribute to and uphold the co-created culture by embedding this approach in performance reviews.

❌ Token participation: Avoid asking for input without a true commitment to implementing employee-driven change. This can erode trust.

❌ Lack of follow-through: Ensure ideas are put into action and progress is evident. Inaction discourages future participation. Provide status updates, constantly, and. be clear about when/how people can assist.

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