Team Members

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PENNSYLVANIA EMPLOYMENT FIRST

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Corporate Culture & Managing Change

The Business of Doing Business with Business

Corporate Culture

Corporate Culture is the distillate of the ideas, behaviors, rules, interests, traditions, communication processes, values, myths, fears, aspirations, expectations, and attitudes of the workplace

If you want to reveal a Culture, Make a Change!

Discussion: Positive Impacts of your Corporate Culture

Discussion: Negative Impacts of your Corporate Culture

Corporate Culture: *Affirmations*

- When you start to make change, expect resistance

- Give more Info than you think Necessary
  – over-explain

- People need to know How to change as much as Why to change

- Equity Issues will Surface

- Make change by Acting on things you already Manage or Control

- Define your Sphere of Influence
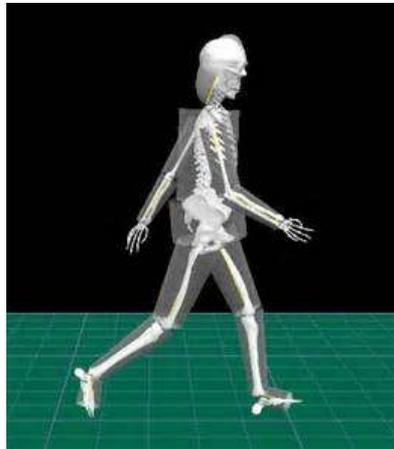
Corporate Culture: *Affirmations* 2

- Concentrate and Make Visible the Big Picture

- The People we serve" NEED to LIVE EVERYDAY LIVES"

- Pick your Battles

- Be a Model for other Change Agents (provide shelter to those who follow)

- Make Change synonymous with Improvement; Make Improvement synonymous with organizational Culture

Corporate Culture: *Culture Gaps*

RIGID

FLEXIBLE

Corporate Culture: *Culture Gaps* *2*

Rigid Culture	Adaptive Culture
Dependent (staff wait to act)	Interdependent (staff act together)
Scarcity (wealth & power controlled by others)	Prosperity (we control our destiny)
Extrinsic Motivation (we do as we're told)	Intrinsic Motivation (we act on our values & purpose)
Gossip (titillation)	Conversation (problem solving)
Project Focus (us vs. them)	Team Focus (we together)
Short Term Orientation (immediate payoff)	Long View (investment strategy & concern for the greater good)
Deal Making (instant gratification)	Collaboration (partnership development)

Corporate Culture: *Culture Gaps* 3

| Rigid Culture	Adaptive Culture
Fear & Suspicion (little risk taking)	Trust (invention)
Confusion (lack of vision & values)	Clarity (mission & purpose)
Bureaucratic (complexity)	Self-Managing (simplicity)
Rules & Regulations (linear inflexibility)	Values, Mission, Intuition (trust & support)
Homogeneity (standardization)	Diversity (adaptation & generative chaos)
Either/Or	Both/And
Supervision (oversight)	Leaderful (everyone responsible for leadership & success)
Effort (punching the time clock)	Outcomes (getting things done)

Small Group Exercise:
Corporate Culture Status

Individually Complete Assessment

Discuss with Teams

Report Out
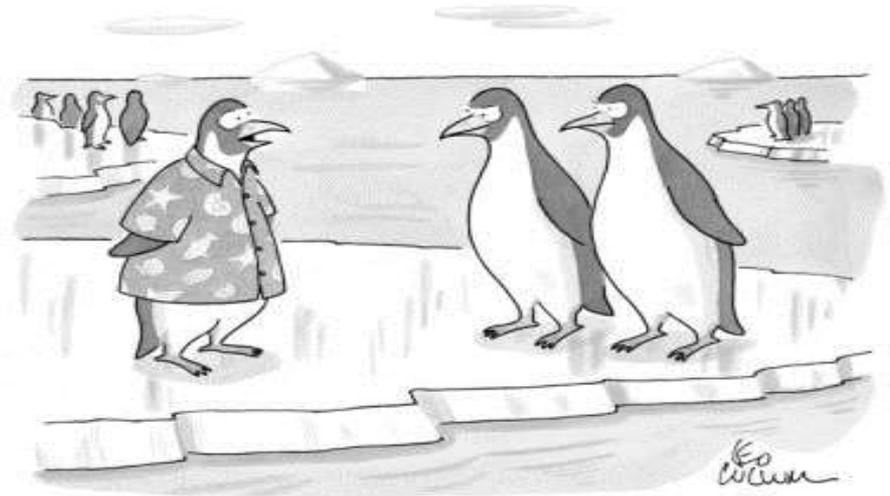
"You're kidding. I thought it was Friday."

Small Group Exercise: *Culture Types*

Exercise: Recommended Rx for Culture Change

Debrief

Corporate Culture: *Creativity*

What's your definition of Creativity?

We Solve Different Problems in Employment

- Problem or Predicament? *(What's the difference? How does this impact our approach to challenges?)*

- Problem: There's a bias against hiring people with disabilities

- Predicament: Ed refuses to go to Work anywhere but the local Harley shop

- Problem: Medicaid won't fund Tools so people can go to work

- Predicament: Julie could bake cakes for the Farmer's Market if she had a new Oven

- Ted needs working capital for his new business start up

Essential Collaboration Elements

- Competence: Team members must have Skills

- Commitment: Enthusiasm for the Team / Collaboration Mission

- Trust: Lack of Trust dooms Collaboration

- Shared Environments: A Sense of Place even at a Distance

- Multiple Report Formats: Communication in several ways

Corporate Culture:
Top 10 Ways to Kill Creativity

10. Pretend You Know More than Everyone Else

9. Police Your Staff; Manage Top-Down

8. Keep Staff Performing Routine, Mundane, and/or Technical Work Only

7. Erect Systems Barriers Between Staff & Decision Making

6. Maintain Professionalism at all times

Corporate Culture:
Top 10 Ways to Kill Creativity 2

5. Rely Heavily on Specialists or Exclusive Staff in All Situations

4. Say "Yes" to Ideas and Take No Action

3. Go Through Formal Channels on Each and Every Idea, Action, or Conflict

2. Stick to Protocol in All Situations

1. Invoke the Budget

COLLABORATE
DO THINGS THAT LAST

CREATE
DO NEW THINGS

CONTROL
DO THINGS RIGHT

COMPETE
DO THINGS NOW

Supervision Skills: *Being a Mentor*

Only 45% of Americans like their Jobs

Rehab sees a 70 to 100+% annual turnover rate

Staff want to serve a Greater Purpose

We all work hard, but how do we each make <u>Progress</u>?

WHEN PEOPLE TELL ME THEY'VE LEARNED FROM EXPERIENCE, I TELL THEM THE TRICK IS TO LEARN FROM OTHER PEOPLE'S EXPERIENCE.

-Warren Buffett

Keys to Success
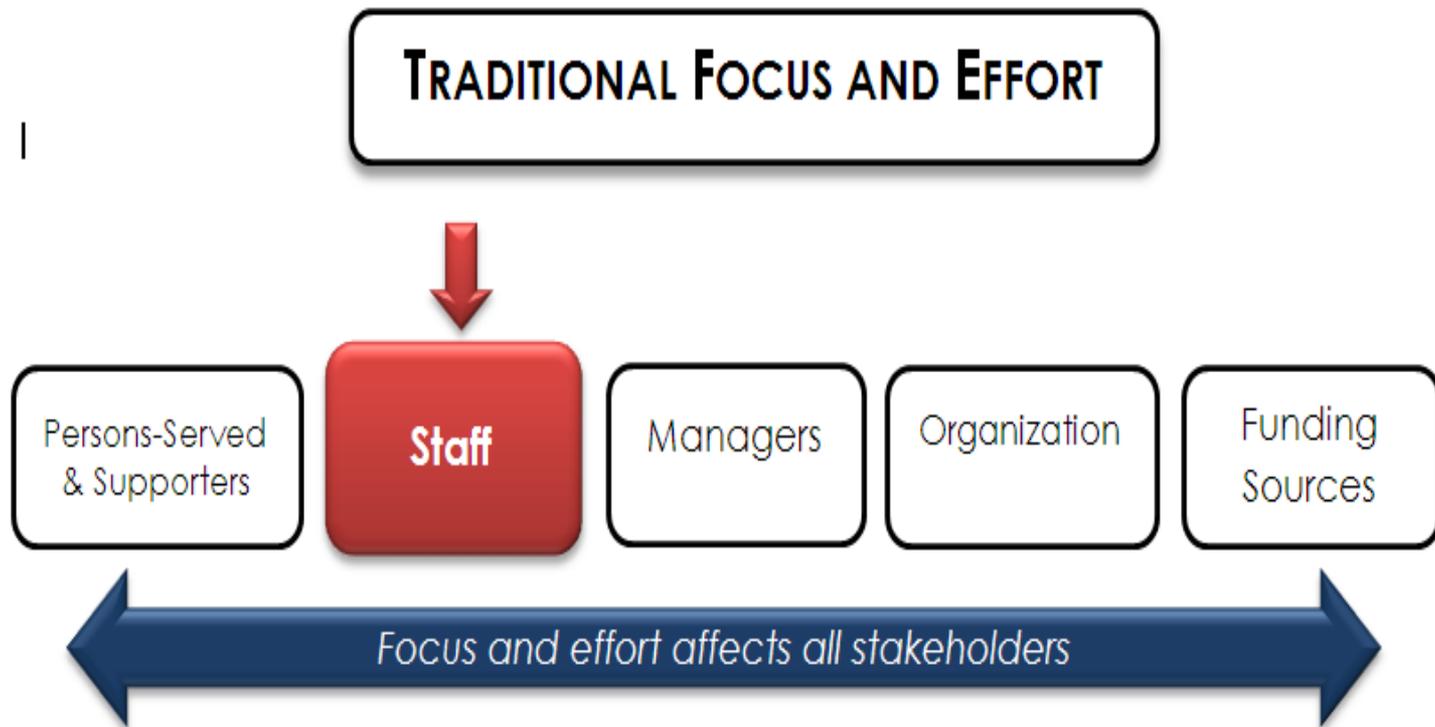
Build and sustain a culture of consistent best practice and continuous process improvement

Commonly overlooked, frequently undervalued and often neglected in the field of human services is the need for developing leadership, management and coaching competencies in mid-level directors and managers

Where we have been…

TRADITIONAL FOCUS AND EFFORT

| Persons-Served & Supporters | Staff | Managers | Organization | Funding Sources |

Focus and effort affects all stakeholders

Where We Need Be

WHERE FOCUS AND EFFORT NEEDS TO BE:

Persons-Served & Supporters — Staff — Managers — Organization — Funding Sources

Better Outcomes — Increased ROI

Manager Development

- Supervision and Leadership

- Performance management/coaching

- Employment services operations management

- Recruitment & Retention

- Mastery of employment services best practices

Strategy to Implement

Mentoring and coaching of mid-level managers has a trickle-down effect on the support and development these managers provide to the staff they supervise and to the quality and consistency of the services delivered

Managers are a critical resource in an organization as they not only provide stability and continuity; they are in the unique position to affect all phases of service delivery

Strategy to Implement 2

The effective training and development of middle-level directors and managers is not a one-time training program or effort

To build a high performing and sustainable employment program the combination of best practice approaches and tools must be combined with a systematic mentoring and coaching process for mid-level directors and managers

How to Implement

Assess current strengths and weaknesses to build the team

Establish targeted team and management competencies

Conduct targeted training for mid-level managers

Facilitate mid-level managers conducting team training
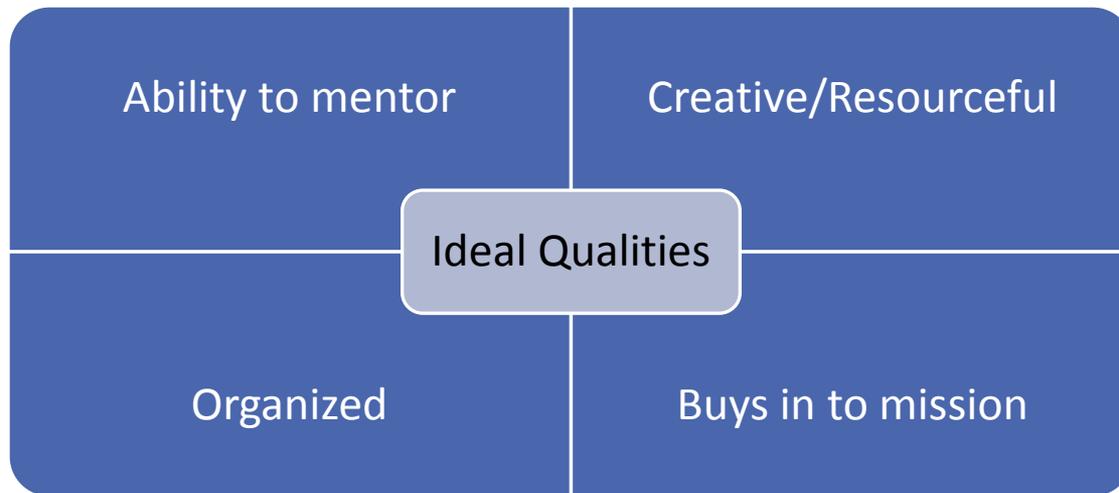
How to Implement 2

Manager facilitates team developing SOPs and consistent tools

Establish a consistent team member development and performance feedback process

Establish ongoing mentoring for mid-level managers

What Are You Looking for in Managers?

Ability to mentor

Creative/Resourceful

Ideal Qualities

Organized

Buys in to mission

Team Members

BUILDING A STRONG AND CREATIVE TEAM

Team Members

- Consistent training on best practices for employment services i.e. Career Planning/Discovery, Job Development, Employer Development, On the Job Supports, Follow-along/Advancement

- Consistent supervision relative to implementation of best practices

Staff Orientation and Training

Focus on mission and values

Understanding role as ambassador for the individual supported, the agency and the cause

Providing the "big picture"

Strategies and techniques

Field based mentoring and shadowing

Structure and processes

Getting Started

- Develop employment core competencies This will help write job descriptions and performance reviews

- Create job descriptions that focus on integrated employment- Different levels for future growth and to meet current needs

- Redefine staff roles- Support staff vs Employment Consultants

- Asses current skills and beliefs of staff- Make sure staff are in the proper role to achieve desired outcomes

Getting Started 2

- Create a training plan with timelines
- Develop and Implement Standard Operating Procedures
- Develop Consistent Tools for Employment Team Members

Core Competencies

- Unique characteristics of SE

- Place/train model replaces train/place "readiness" model

- Informed choice and self determination

- Person centered planning

- Career Exploration

- Personalized/individualized job development

- Job matching strategies

Core Competencies 2

- Job analysis and design

- Discovering Personal Genius

- Interest Based Negotiation

- Systematic Instruction

- On-going supports

- Natural Supports

- Self Employment

- Benefits Planning

Investing in Orientation

ORIENTATION – BEYOND PROCEDURES AND POLICIES

The First Two Weeks

- Overview of the process (e.g. customized employment, person-centered planning, employment support)

- Emphasize the importance of asking questions

- Plenty of time to ask questions

- Expectations – what are your expectations, what is the learning curve

- Observation of colleagues -- shadowing

The formal orientation – designing an orientation for innovative work

- History of progress in the field – where we were, where we are, where we are going

- Overview of the outcomes we are working for in different departments or teams

- Sharing --why they want to do this work

- Focus on rights and opportunities

Maintaining the Momentum

PROVIDING ONGOING SUPPORT AND INSPIRATION

Support and Supervision

- Managing in the community

- Change in expectations for management - getting away from the office

- Keeping staff "in the fold" when the community is their workplace

- Virtual support – importance of electronic communication

Support and Supervision 2

- Cross train Staff

- Set and communicate clear expectations and set up measurable goals

- Track staff time

- Hold Staff Accountable

- Develop Smart Goals and Review Quarterly

Implications

- Greater responsibility for staff

- Higher skill level required

- Flattening of management structure

- Increased need for retention

- Compensation and career growth opportunities

Learning and working as a team

- Team meetings for brainstorming and support

- Make them a priority – for all teams

- Maintain a balance between administrative and supporting people in their work

- Create opportunities for continued learning

- Establish a safe environment where people can share, ask questions, brainstorm

- Mission moment sharing

Ongoing supervision

- Even seasoned staff need time to brainstorm with supervisors

- Help your team leaders get out into the field with their staff – not just new staff

- The benefit of team leaders who share in the day to day work

- Celebrate successes

- Encourage people to do job development together and compare notes

Scavenger Hunt: Mixing Fun, Learning and Work

	Points	Completed
Take a team photo at the landmark you were to find	5 pts	
Come up with a team job development goal	7 pts	
Talk to an employer about customized employment	3 pts	
**Schedule a meeting to follow up with an employer	10 pts	
Take a photo with a business owner/manager	10 pts	
Take a photo of the most unique business in your designated neighborhood	2 pts	
Take a team photo including the subway line in the background	3 pts	
Complete a job analysis	8 pts	
Obtain a business card	1 pt each	
Most Creative "Customized Adventure"	7 pts	
TOTAL POINTS:		

Scavenger Hunt:
The clever side

South Bronx - Yankee Stadium – B/D/4 to 161st Street

You will set forth, a few subway stops north
There you will find a place people play
With a bat, and a ball, and mitt all day
The site you are going is not all that old
Although the original,
Was built in the 20's I'm told

No matter your preference, you may want to wear
Something blue
Something white
To blend in to the fare

Scavenger Hunt: Learning and Work (Job Analysis)

Instructions: Choose a job to observe in the neighborhood you are visiting. While visiting a business take note of the job and what each person is doing then answer the questions below.

Job Title:

Business Name:

Tasks being completed by employee(s):

How would you describe the environment?:

Scavenger Hunt: Learning and Work (Job Analysis) 2

How would you describe the way employees work together (or not) here?:

How would you describe the pace of work being done?:

About how many employees work here?

What is the temperature like in the business?:

Are tasks being done sitting/standing, etc.?:

Any issues with accessibility?:

Is this a potential place for a Job Path job seeker?:

Finding the Right Staff

WHO WILL SHINE?

What staff are you looking for?

Employment Specialists

Job Developers

Community Integration Specialists / Facilitators

Team Leaders

Thoughtful creation of job descriptions … Take those extra few minutes

- Ensures that your managers know what they are looking for

- Helps in recruiting an interesting pool of candidates

- Guide for training and supervision

Job Descriptions and Performance

- Job descriptions should focus on integrated employment

- Performance reviews should be tied to job descriptions

- Smart goals should tie to improved employment outcomes and best practice employment services

- Smart goals reviewed quarterly for progress measurement

Looking beyond the job descriptions … Looking beyond the resumes

Transferrable skills -- Examples

- Resource development – from Peace Corps to finding activities for young children to creating a small self-owned business
- Organizational abilities – follow through with program development, administrative duties, medical appointments for a child at home
- Responsive to needs of individuals – can be demonstrated in a wide variety of settings
- Writing skills – school, jobs, volunteer work
- Knowledge of business community – from multiple levels

Looking beyond the job descriptions ... Looking beyond the resumes 2

Core abilities or attributes
- Creativity
- Listening
- Commitment to the mission
- Flexibility
- Ability to make genuine connections with people
- Analytic abilities – important for thoughtful matching and negotiation with employers

Looking beyond the job descriptions ... Looking beyond the resumes 3

The cover letter – for new staff and promotion of current staff

- Reveals commitment
- Reveals ability to advocate
- Reveals ability to make a match between past experience and current opportunity

Looking beyond the job description … Looking beyond the resumes 4

The interview - for new staff and promotion of current staff
- How do you really learn about people
- Giving people a chance to shine

Going out into the field
- Candidate can get more of a sense of the work
- Employer can get a better sense of the candidate

Promoting and Reallocating your Current Staff

Questions to ask …
- Do they like to work with other people?
- Do they understand the new mission?
- Do they like to make things happen?
- Are they organized?
- Are they interested in a new challenge?
- Are they good listeners?
- Are they diplomatic?
- Do they have common sense?

Recruiting new staff..

Don't limit yourself to people with experience in the field of disabilities or vocational rehabilitation

Consider people who show resourcefulness , creativity, observational abilities in their background

Resist the temptation to fill a vacancy with someone about whom you have reservations

Who Might Fit the Bill?

- Artists

- College graduates with interesting backgrounds

- Small Business Owners

- People who have worked in a variety of businesses

- Family members of people with disabilities

- People who demonstrate they have connections with your community

Some thoughts about experienced job developers

- Beware the contact list!

- Will "job orders" work for the people for whom you are looking for jobs

- Outgoing doesn't mean productive – although it can

- Look for people with real and genuine connections – the value of the high level job developer

Small Group Discussion

- What strategies have you used to develop a more effective and stable community based team?

- What are some next steps you are thinking of taking to further staff development?

- What resources do you need to implement these strategies?

- How have you decided which staff to bring into your community based work?

- What are some successful strategies you have used to find people who can be enthusiastic and effective employment staff?

Thoughts on Quality Improvement

- If I had asked people what they wanted they would have said faster horses. Henry Ford

- You can't build a reputation on what your GOING TO DO!!! Henry Ford

- Good Employment Outcomes get Noticed. Cary Griffin

- Helping people with disabilities attain and maintain valued employment outcomes IN THE COMMUNITY has always been the most difficult part of our work, but yet is still considerable a Para-professional activity. Community Employment work needs to become an issue of Economic Development. Corey Smith