Organizational Culture Transformation: Leveraging Culture to Enhance Performance

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Objectives

• Learn the model for successfully creating organizational culture change involving all levels of the organization

• Recognize the role of the leader in driving organizational culture change

• Understand the framework for assessing your current organizational culture

• Learn about linking programs and activities to support the culture change process

• Identify the challenges to energizing and mobilizing people to building a high-performance culture
The 4 C’s to Create Corporate Culture Change

- Envision Desired Culture
- Develop Vision, Mission, & Values
- Commitment
- Assessment
- Gap Analysis
- Skill Building
- Brainstorming to Improve Culture Alignment
- Feedback
- Awareness & Understanding Training
- Focus Groups
- Implement Changes
- Constant Reinforcement
- Share Results
- Supportive Programs and Activities
- Communication

Manager/Supervisor Cycle

Employee Cycle

Consistency

Leadership Sphere

- Corporate Conferences
- Leadership Development
- Discussions with the Sr. Staff
- New Employee Orientation
- State of the Airport System
- Performance Management
- Employee Recognition

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Sacramento County Airport System

• Local Government Department
• 4 Airports
  – International, Mather, Executive, Franklin Field
• Approx. 400 FTE’s
• Organization Culture Change initiated when Director joined organization in 1999
• Culture Transformation began in earnest in 2003
  – Created internal position to manage the process
What is Organizational Culture?

Culture is to a Group what Personality or Character is to an Individual

Why a cultural transformation?

- New leadership
- Change of focus / vision
- Need a common understanding of the values, beliefs and expectations
- Change: Operational, Organizational, Physical, Economic
Benefits of Culture Transformation

• Positive Business Outcomes
• Clearly Defined Direction & Expectations
• Common Language
• Improved Communication
• Increased Teamwork
• Enhanced Customer Service
Questions to Consider

• Describe your culture
• How do you reinforce the culture?
• Has your organization changed over time?
• Has your culture kept pace with the changes?
• How do you know?
Culture Transformation Plan

- Define the culture
- Identify an internal process leader
- Engagement
  - Start with managers & supervisors
  - Raise employee awareness & understanding
- Solicit feedback
Defining Our Culture

- What kind of organization do we want to become?
- What motivates our employees?
- What management practices are best?
- What values should guide our actions?
- How do we teach these values to all employees?
Defining Our Culture

• Sample of Key Concepts:
  – Superior Customer Experience
  – Safety
  – Business-Like Culture
  – Operational Excellence / Industry Leadership
  – Collaboration
  – Engaged Workforce
  – Innovative and Proactive
Assessment

- Initial Management Survey
  - Determine level of understanding

- Employee Engagement Survey
  - Establish a baseline

- Gap Analysis
  - Compare current activities, behavior and attitudes with ideal to reinforce, initiate or eliminate
Gap Analysis

• Think about your organization’s desired culture

• Focus on one concept, value or idea
  – What are you doing that supports the desired culture (reinforce)
  – What are you doing that does not support the desired culture (modify or eliminate)
  – What aren’t you doing that you should to support the desired culture (initiate)
Implementation Analysis

- What’s needed to implement changes
- Challenges to implementing changes
- Possible solutions to challenges
- Action Planning Worksheet
Culture Transformation

Previous Culture

- No Mission Statement
- No Sense of Direction
- More Generalists
- Militaristic/Top-Down
- No Accountability
- No Communication
- Empire Building
- Organization Viewed Itself as Regulators
- Focused on catching people doing something wrong

- Publicly Belittled
- Focus on “Turf”
- Process Oriented
- Problem Oriented
- Growth Without a Long-Term Plan
- Employees Were Not Engaged
Successful Culture Transformation

Current Culture

- Agreement on Mission
- Understand Expectation
- Business Focused
- More Specialists
- More Meetings
- Value Customer Service
- More Information Sharing
- High Standards and Accountability
- More Productive, Effective and Efficient
- Contributions from all levels are valued and recognized

- Results Oriented
- Employees are Engaged
- Specialists
- Collaboration Expected
- Strategic Marketing
- Focused on Positive Recognition
Business Indicators of Success

• Completed largest capital improvement project in Sacramento (Terminal B) on time and under budget

• The International Airport receives consistently high scores in passenger overall satisfaction
  – Airport Service Quality Survey, August 2012
Culture Transformation

Challenges
• Managers need to “Walk the Talk”
• Getting everyone onboard
  – Some people will resist the changes
  – Some people will try to stop the changes
• Perspective is a factor
• Organizations need time to process change

Solutions
• Sr. Leadership hold managers accountable
• Create a desire for the change
  – Communicate importance and benefits
  – Train managers and supervisors
• May need to remind leadership
• Plan the timeline with this in mind
Additional Challenges

• Keeping culture transformation momentum
  – Continuous engagement
  – Reflect external environmental changes

• Maintaining consistent message over time
  – Some leadership turnover
  – Priority without imperative
Lessons Learned

- Top Leadership must ACTIVELY support culture change efforts
- Engage the workforce
- Create a desire for change to reduce resistance
- Create opportunities to constantly reinforce the new culture
- Actively Listen
- Be flexible in the execution, but drive the desired results
- Identify an internal process leader
- Communicate, Communicate, Communicate
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