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Hardwire Culture

Know Values or No Values

Who would like this in their organization

Highly engaged customer focused employees

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Know Organizational Values?

- How many have stated organizational values or guiding principles?
- How many organizations:
 - Live them most of the time?
 - Have nice posters on the wall
- Works in Large Growth or Start Up



Why is it important?

- Research gives leaders clarity on way to
 - Foster High Performance Teams
 - Increase Role Clarity, Satisfaction and Effectiveness



American Behavior Scientist

Type Performance Team	Ask vs Tell	Praise vs Criticize	Our Market vs Our Facility
High	1.143	5.614	.935
Medium	.667	1.855	.622
Low	.052	.365	.034

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Cornell Study

	Role Clarity	Effectiveness	Satisfaction
No feedback about things you like	-.19	-.34	-.12
No feedback about things you don't like	-.16	-.03	-.07
Feedback about things you like	.32	.42	.16
Feedback about things you don't like	.10	.09	.07



Knowing Values Gives Baseline

- Leaders complaining about vague topics
- Recruiting for expectationd
- Training people to see and recognize expected values



Operationalizing Recognition

- Be intentional harvesting recognition from:
 - Peers
 - Customers – Happy and Unhappy
 - Regulators
- Don't just post it – Say it
- Each company is different
 - Morning Huddle
 - Weekly Sales Meeting



Hardwire Culture

1. Identify Values – preferable with frontline feedback
 2. Embed in Operations: recruiting through accountability
 3. Be intentional in recognition
 1. Our regional can sit in a morning huddle and know!
- Don't make it complicated
 - Be genuine



Questions, Comments

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