Stronger Culture
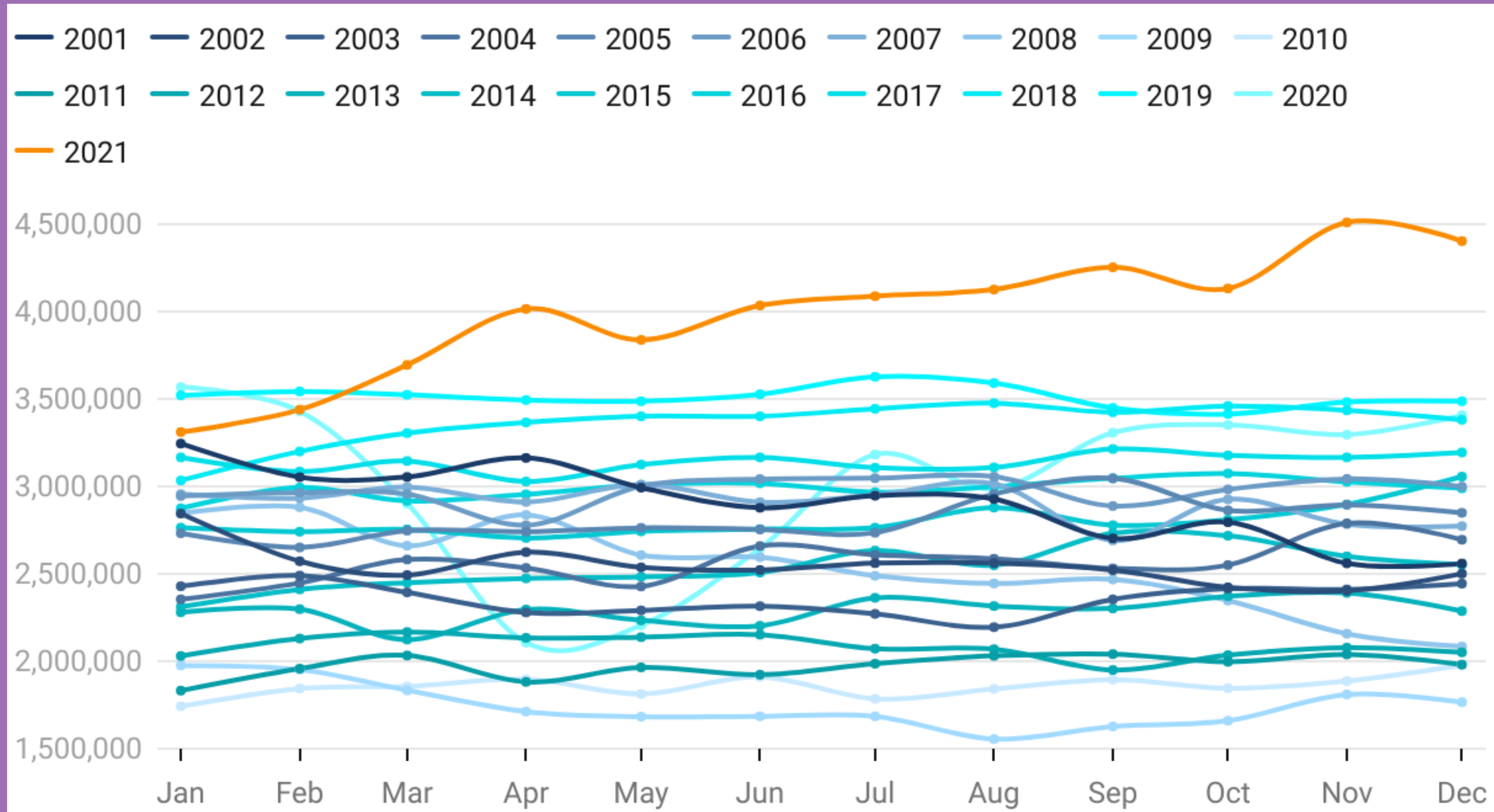# Better Performance

Jamie Notter

Co-Founder

PROPEL

the great resignation

Chart: Mauro Whiteman • Source: U.S. Bureau of Labor Statistics, Job Openings and Labor Turnover Survey. • Created with Datawrapper

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employees have raised the bar

employees have raised the bar

so raise the bar on culture

stronger culture

better

performance

- culture definition
- culture patterns
- fixing the patterns

culture:

The collection of words, actions, thoughts, and stuff that clarifies and reinforces what is truly valued in an organization.

culture patterns:

competing commitments inside your culture that prevent a cultural value from being lived fully or as intended.

culture patterns:

- transparency

culture patterns:

- transparency

- reactive v. proactive

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culture patterns:

- transparency

- reactive v. proactive

- "lagging transparency"

competing commitment

competing commitment

having a life

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competing commitment

having a life →

← doing well at work

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culture patterns:

- agility
- collaboration
- innovation
- transparency

- growth
- inclusion
- solutions
- technologies

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INNOVATION (3.69)

concepts

HIGHER

3.95	Future focus (N3)
3.89	Inspiration (N4)
3.88	Permission to hack (N7)

"incomplete innovation"

AVERAGE

3.79	Creativity (N5)
3.61	Continuous improvement (N8)

practices

LOWER

3.53	Experimentation (N6)
3.49	Risk taking (N1)
3.36	Testing new ideas (N2)

INNOVATION (3.69)

concepts

"incomplete innovation"

HIGHER

AVERAGE

practices

LOWER

Building Blocks

3.95 Future focus (N3)

3.89 Inspiration (N4)

3.88 Permission to hack (N7)

3.79 Creativity (N5)

3.61 Continuous improvement (N8)

3.53 Experimentation (N6)

3.49 Risk taking (N1)

3.36 Testing new ideas (N2)

incomplete innovation

incomplete innovation

creating new value

incomplete innovation

creating new value →

← **appearing competent**

incomplete innovation

how it shows up:

- slow growth

incomplete innovation

how it shows up:

- slow growth

- higher turnover

AGILITY (3.52)

forward action

"heavy agility"

effective action

HIGHER

AVERAGE

LOWER

Building Blocks	
3.80	Quality management (A8)
3.62	Managing change (A1)
3.56	Distribution of power (A2)
3.55	Decision making and prob. solv. (A4)
3.52	Assignment of responsibility (A7)
3.47	Leadership facilitation (A6)
3.34	Efficiency (A5)
3.28	Changing directions (A3)

heavy agility

heavy agility

adaptability and speed

heavy agility

adaptability and speed →

← novelty and creation

how it shows up:

- tolerating inefficiencies

how it shows up:

- tolerating inefficiencies
- missed opportunities

how you fix it

how you fix it:

- **psychological safety**

(conflict resolution training)

incomplete innovation

how you fix it:

- **psychological safety**
  (conflict resolution training)

- **workplace design**
  (exploration, choice)

how you fix it:

- **data**

  (job descriptions, MVPs)

heavy agility

how you fix it:

- **data**

  (job descriptions, MVPs)

- **co-creation**

  (client review meetings)

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culture change playbook

PROCESS	STRUCTURE/ DESIGN	TECHNOLOGY
TALENT/HR	RITUALS/ ARTIFACTS	STEWARDSHIP

culture change playbook

PROCESS	STRUCTURE/ DESIGN	TECHNOLOGY
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culture change playbook

PROCESS

STRUCTURE/
DESIGN

TECHNOLOGY

TALENT/HR

RITUALS/
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culture change playbook

PROCESS	STRUCTURE/ DESIGN	TECHNOLOGY
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conflict resolution training

culture change playbook

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open workspaces

stronger culture

better

performance

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culture management

let's talk

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