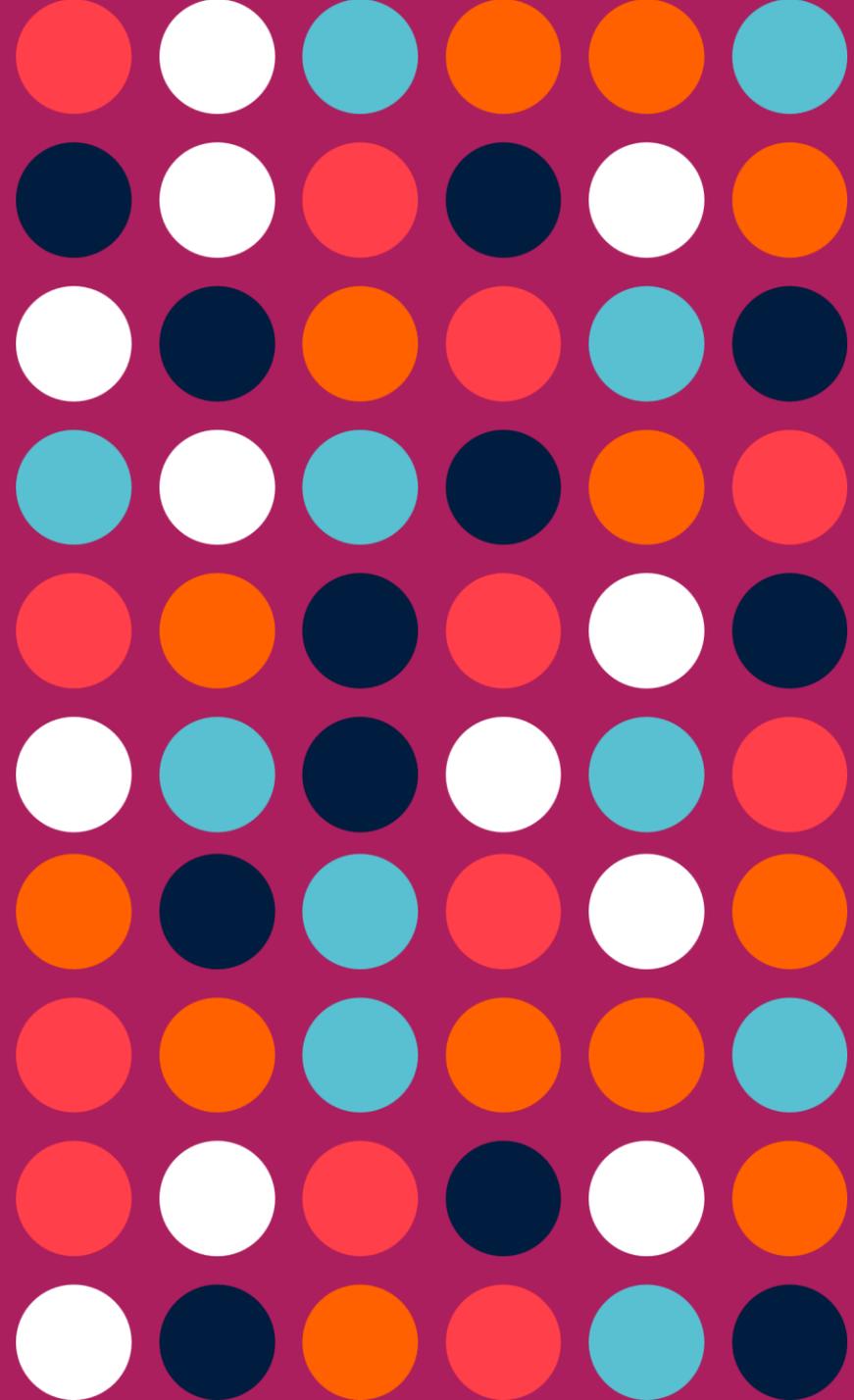


Unraveling Culture: Identifying and Understanding Organizational Culture and the Factors that Impact it

2022 National Homecare Cooperative Conference
Wednesday, March 9, 2022

Presenters: Jerica Broeckling and Phyllis Richards



Agenda

- Welcome, ground rules and check-in
- What is Culture?
- How Culture Manifests in the Workplace
- Strategies for Building an Inclusive Culture
- Questions and Answers

Ground Rules

- Use your active listening skills – listen to learn and understand not just to respond
- Use “I” statements – speak for yourself, not for others
- Be honest in your personal reflections – share as much as you feel comfortable with
- Be respectful – each person has a unique experience
- Be open-minded – suspend judgment of others
- Ask questions
- Feelings are allowed



On your Phone or Computer

**Visit Slido.com and enter
code #928864**

What do you hope to learn in
today's session?



What is culture?

Culture

"Culture is described as a deeply rooted patterns of values, customs, attitudes and beliefs that distinguish one group from another. It subconsciously guides behavior and thoughts and thus influences everything."

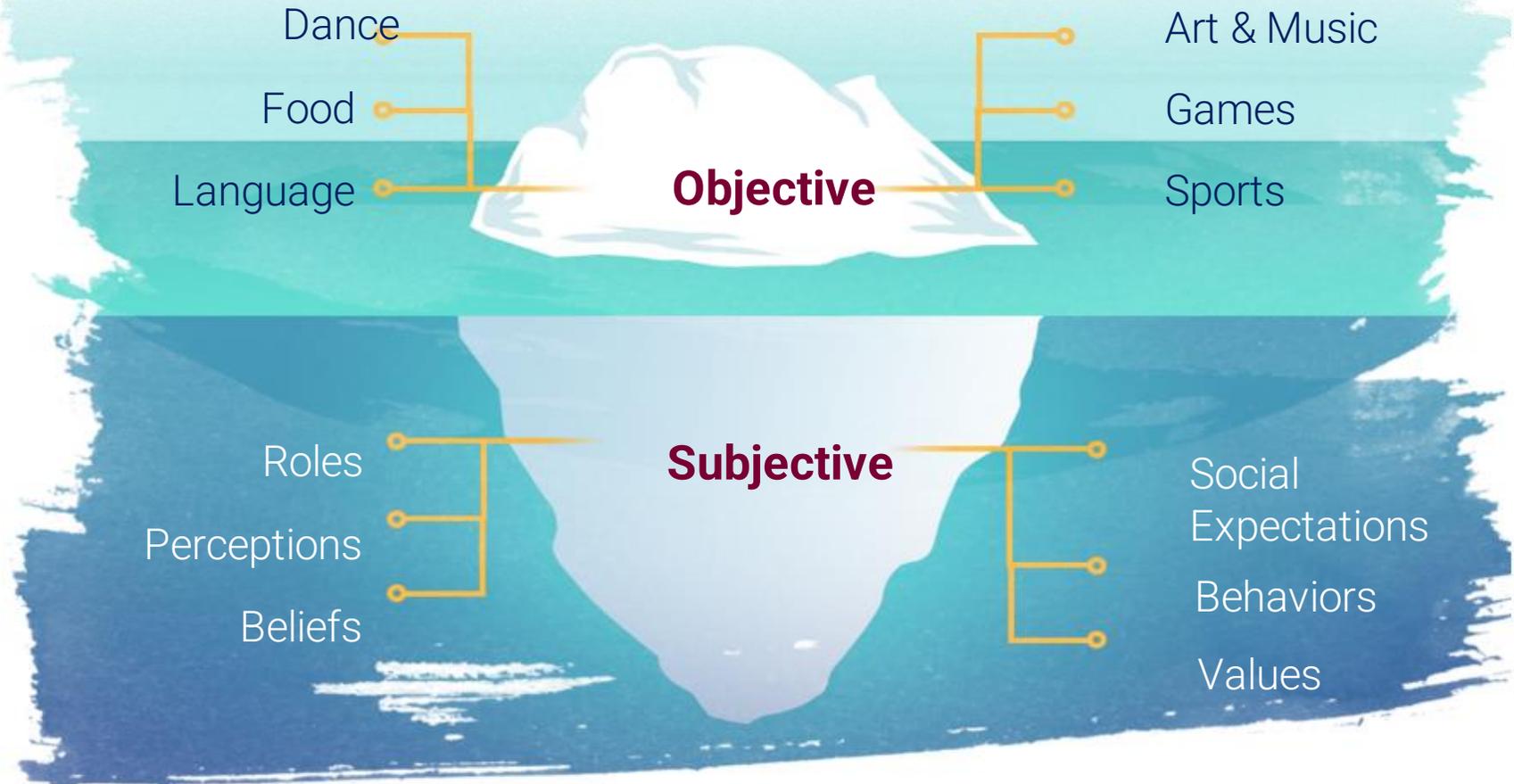
Culture

- shared patterns that help us make meaning of our environment and determine appropriate behavior
- the way we see the world and numerous aspect of life



Two Ways of Thinking about Cultural Differences

Objective vs. Subjective Culture



Subjective View of Culture (under the waterline examples)

- Nature of Friendship
- Notions about Beauty
- Body Image
- Religious Beliefs
- Etiquette
- Gender Roles
- Attitudes toward Social Status
- Leadership Styles

- Concepts about Fairness
- Notions of Self
- Attitudes Towards Age
- Approaches to Conflict
- Views on Parenting
- Viewpoints to Time
- Viewpoints on Work
- Approaches to Learning

Cultural Bias

- the tendency to interpret and judge phenomena in terms of the distinctive values, beliefs, and other characteristics of the society or community to which one belongs.
- interpreting of actions, values or societal norms based on the standards of one's own culture.

Cultural Bias Questions

- Can you describe some of your cultural values?

Examples:

1. What does it mean to be on time?
 2. What qualities or behavior are important to be considered a good team member?
 3. What does it mean to be a good friend?
- How did you learn these cultural values?

How Culture Manifests Itself in the Workplace

Key Definitions: Diversity

Diversity – Count the people

Diversity acknowledges and welcomes differences, including but not limited to race, age, gender, sexual orientation, religion, class, geographic location, mental or physical ability, language and learning style.



Key Definitions: Inclusion

Inclusion – The people count - they matter

Inclusive workplaces

- 1) remove barriers to full participation, and
- 2) use the principle of engaging all voices to encourage diverse thinking at all levels of the organization.

Inclusive environments create space for people to represent themselves in authentic ways.



Organizational Culture

An organization's culture is the collection of values, expectations, and practices that guide and inform the actions of team members.

Organizational culture defines the way to behave and how things get done in the organization.

Organizational Culture and Inclusion

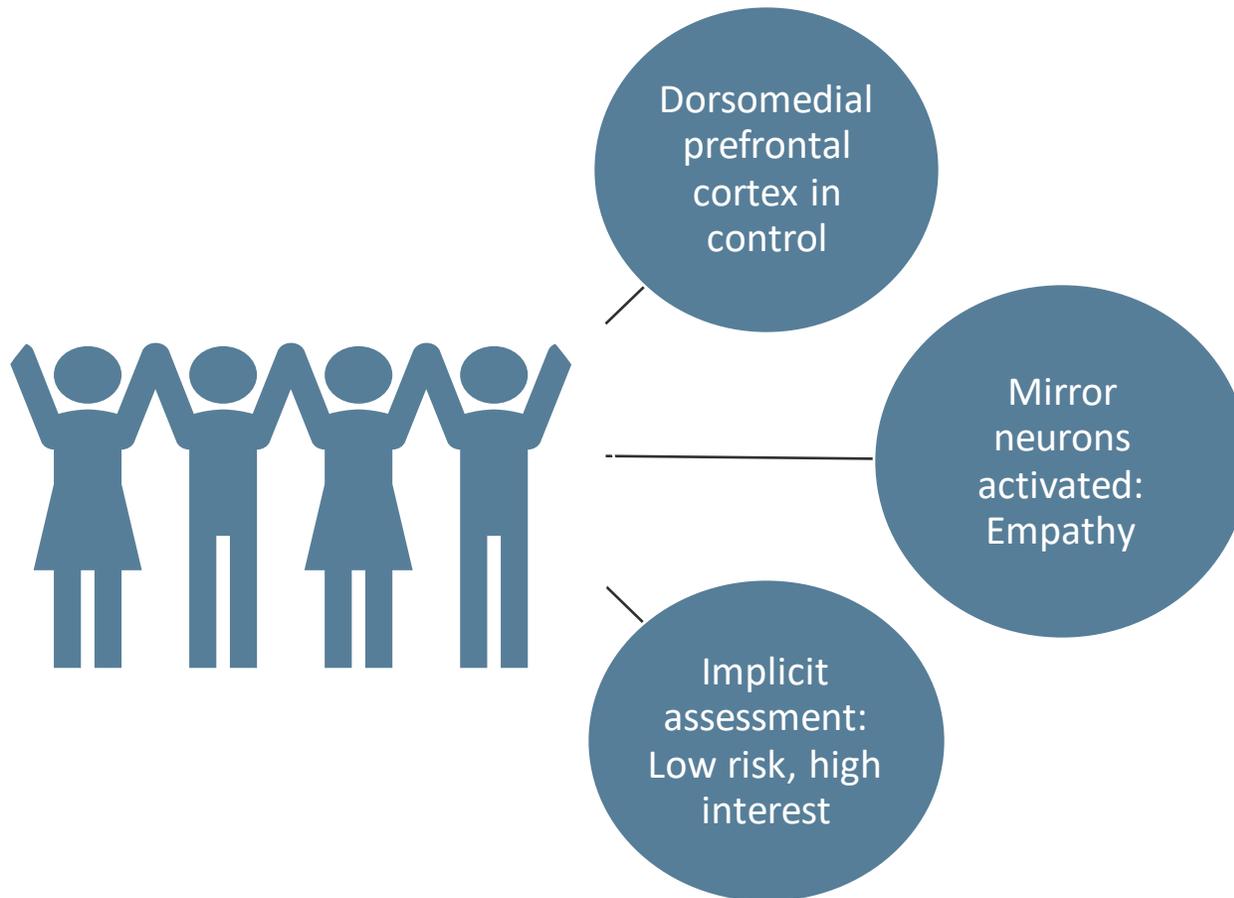


- Diversity of thought is encouraged and respected.
- Team members feel safe to bring their authentic self to work and are not pressure to assimilate.
- Current policies and practices are developed using an inclusive lens and engaging all voices.
- Team members are open to new ways of thinking, problem solving strategies or decision-making processes.
- Psychological Safety
- Sense of belonging

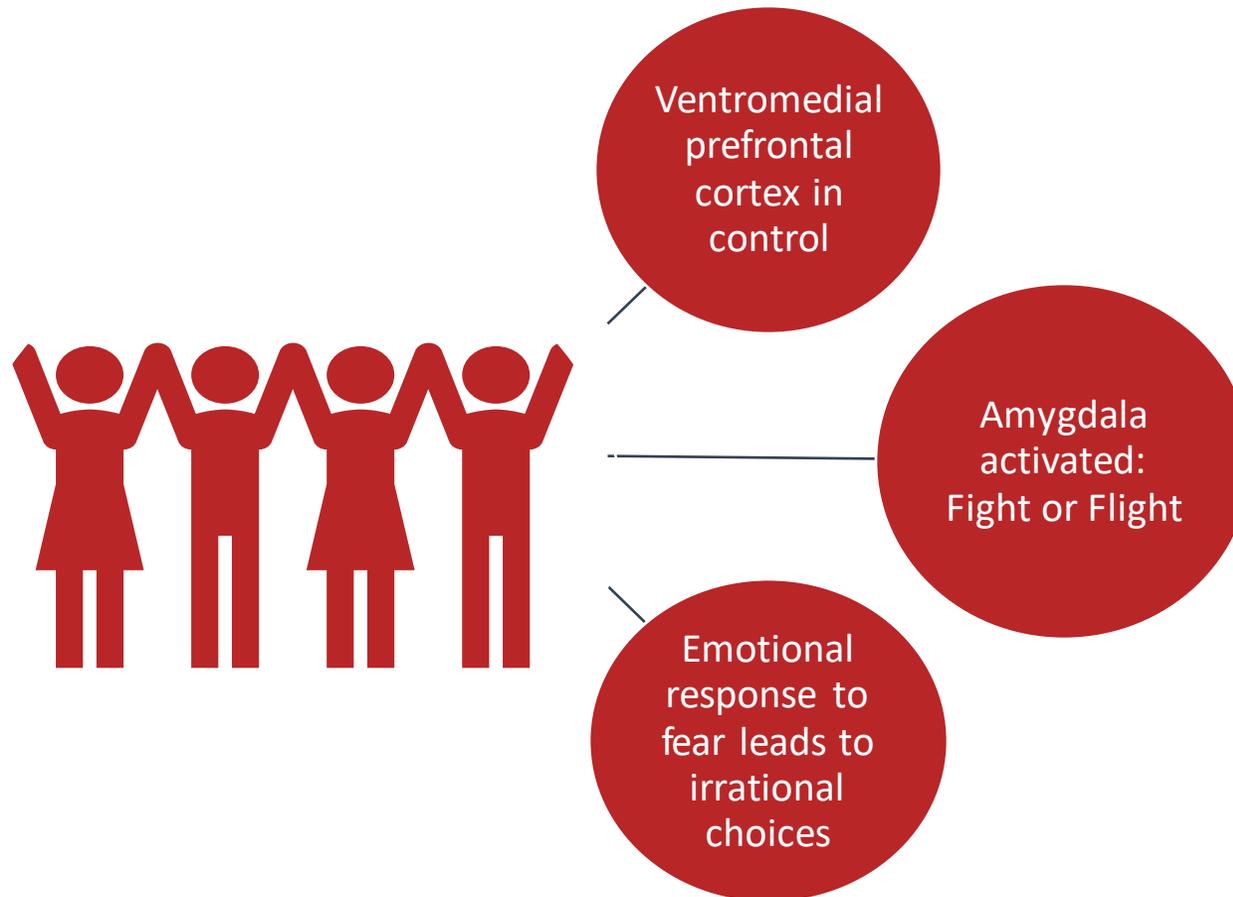
Reflection Question

- Do you feel challenged when new team members suggest new ways of thinking or responding to situation at work?
- Can you think of an example?

Brain Responses to In-Group



Brain Responses to Out-Group



Two Scales of Bias

Warmth Scale

- Likeable
- Trustworthy
- Good-natured
- Friendly
- Sincere

Competence Scale

- Capable
- Skillful
- Intelligent
- Confident

Creating Inclusive Workplace Culture

Re-design Common Bias-Prone Areas

The Bias Interrupters model offers many useful innovations in the workplace that can be applied in areas where bias is more likely to show up:

- Hiring
- Work assignments
- Meetings
- Performance reviews



Shape Your Day-to-Day Environment

- Rotate office housework duties, and don't allow volunteers.
- Track who gets which assignments. Look for ways to rebalance power dynamics.
- Reconsider who should be assigned high-value projects that lead to networking and promotion opportunities.

Women report doing about 20% more “office housework.” on average, than their white male counterparts.

- Williams and Mihaylo

Change Your Meeting Culture

- Respond to stereotyping, double standards, interruptions, and credit taking
- Ask people to weigh in
- Schedule meetings that are intentionally inclusive
- Equalize access to the supervisor



J.C. Williams and S. Mihaylo (2019). *How the Best Bosses Interrupt Bias on Their Teams*. Harvard Business Review, November–December 2019.

Interactions Build Culture

Individual and group interactions contribute to and reinforce our workplace culture. Think about your daily interactions with colleagues and program participants:

- How often do we hear perspectives that are different than our own? How could we approach those conversations with curiosity and openness?
- How would regular meetings look if we were intentionally trying to welcome multiple viewpoints and experiences?
- What opportunities exist to talk with co-workers with a different perspective? To share our perspective with others?

Inclusive Culture Development

Discussion Questions: Leadership and Power

- Where are our contextual leadership practices working well, and where are they stagnant?
- Where do power and influence play an outsized role in decision-making?
- Where do our informal practices and decision-making structures contradict our formal ones?
- Who gets to speak in meetings? Whose voices are heard?

Inclusive Staff Development

Discussion Questions

- Do all employees have structured opportunities to develop the leadership competencies necessary for our work?
- Do all employees have the opportunity to practice leadership in informal and formal roles?
- How might we hold meetings differently if we are encouraging new ideas and perspectives?

Questions & Answers

Thank you!!!

