



Culture Catalyst

Strategic Frameworks for High-Retention Leadership

Tom Schin

Build Better Culture

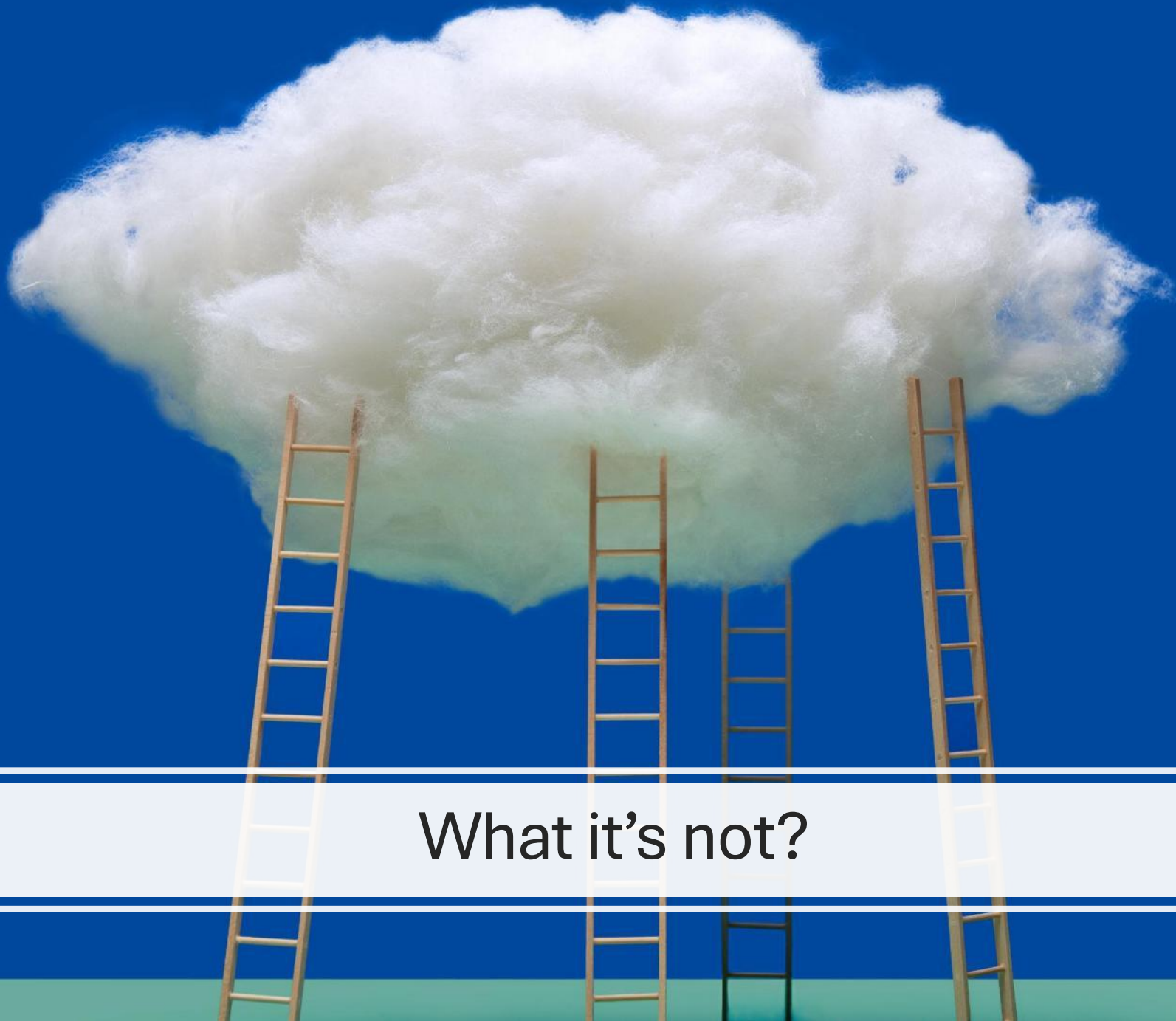


Define
Culture

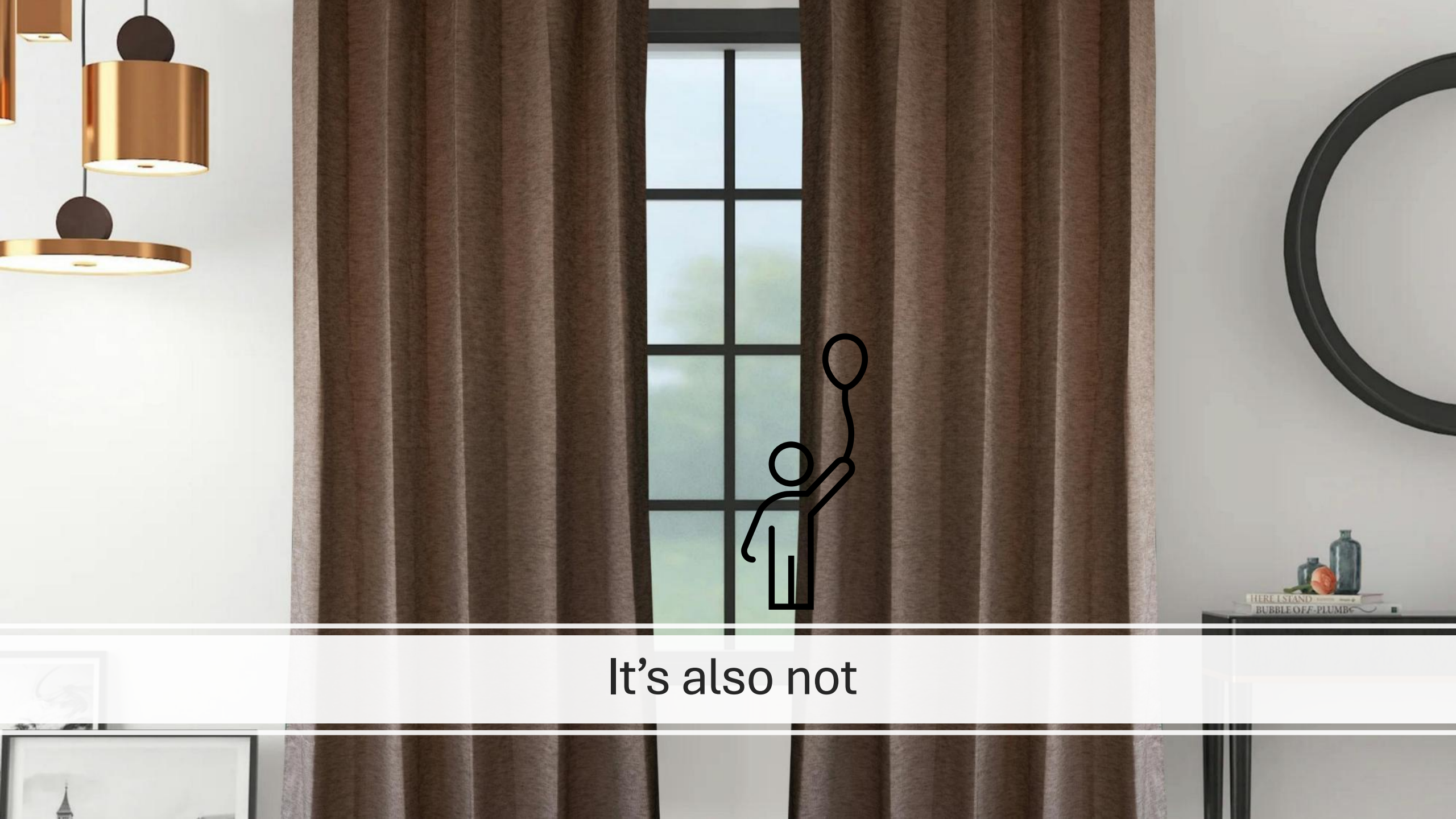
What is it to your
organization?

Some might say....





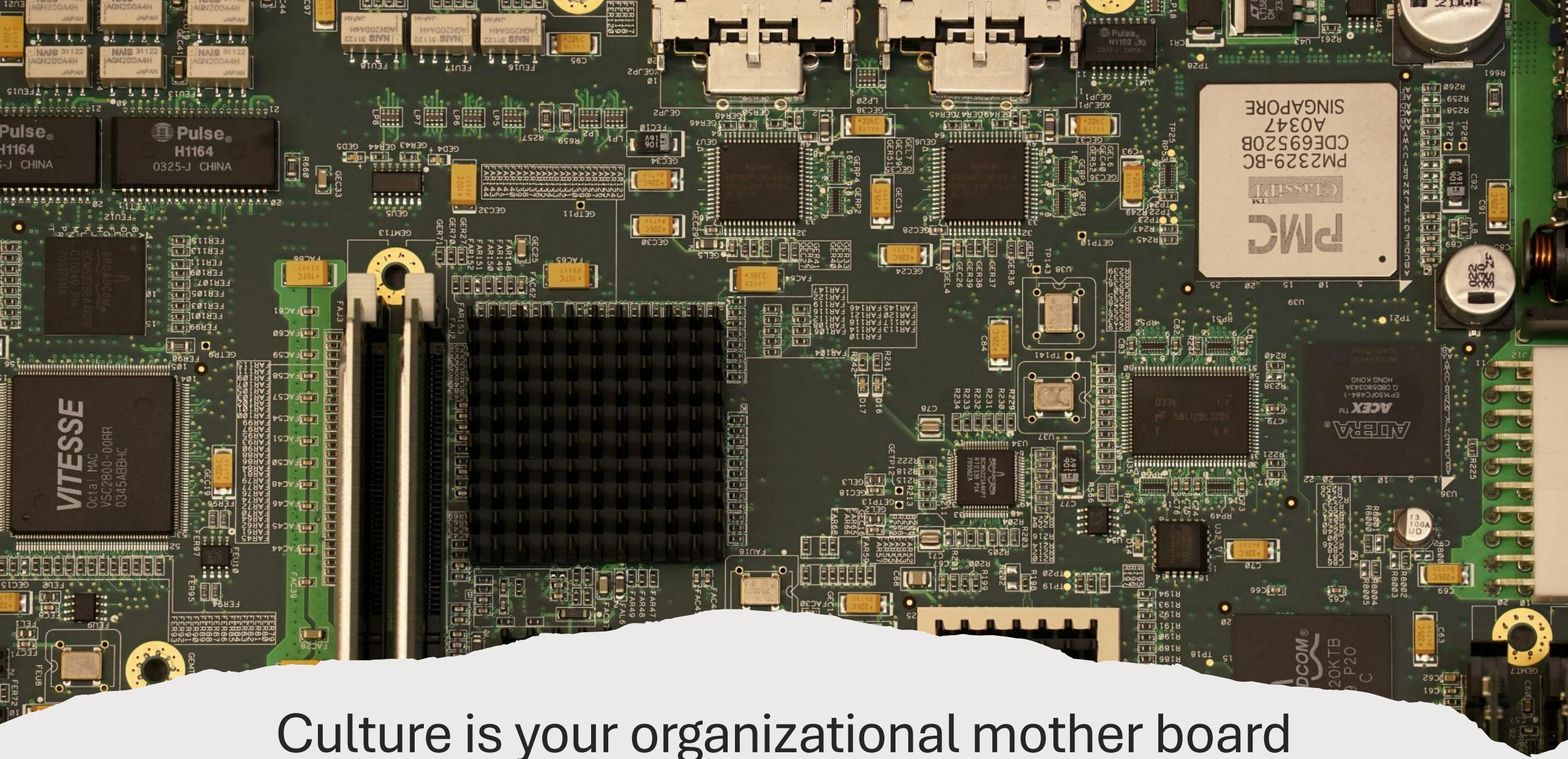
What it's not?



It's also not



If it's so critical, explain the ROI?



Culture is your organizational mother board

Group Question/Discussion

Leak detection – Where is
our culture leaking?

i.e. Where is it NOT living up
to what we want or say?

WHY?

What are we willing/able to
do to solve that challenge?





Can you afford to not advocate for Culture?

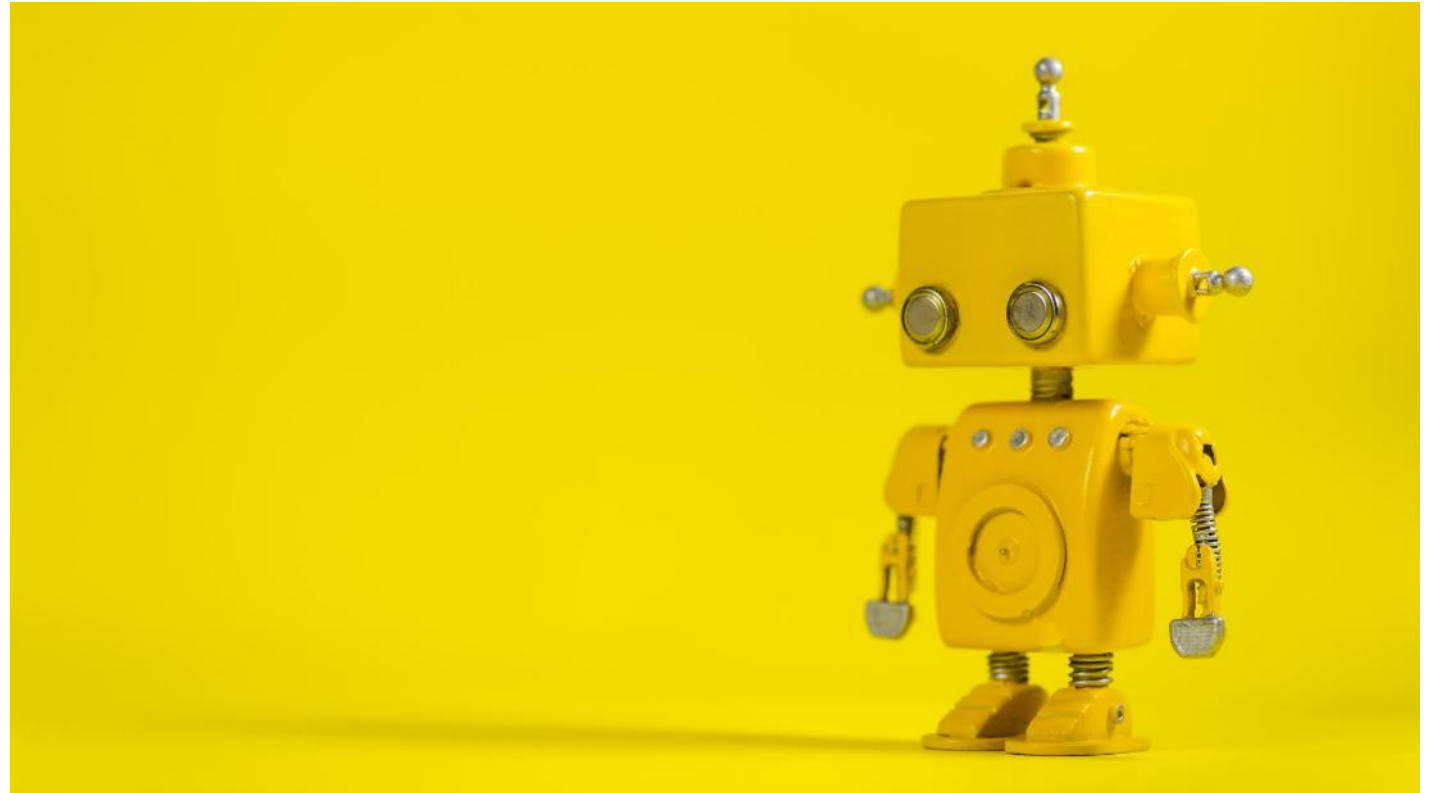
- Talent Scarcity
- Increased competition
- Uncertainty of how Ai will impact (everything?)

The BOT's not fixing
this.

We need to solve
for X to prove why
being the

Culture Catalyst

is CRITICAL





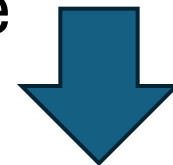
Step 1: Deal with the character

The Toxic High Performer (THP)

THP Impact



- PITA
- No one wants to work with them
- Staff resent when they HAVE to work with them
- *(Sometimes they LIE)*
- Stifle conversation/creativity
- Collaboration disappears
- 10-20% drop in productivity
- Morale





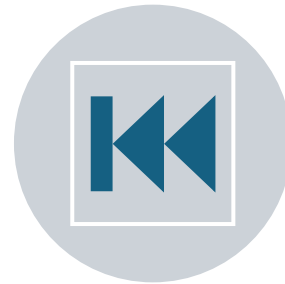
What's The “Transparency” Tax of putting up with a THP?



Data – Presenteeism



38% of employees indicate **INTENTIONAL** decrease in quality of work



66% of co-workers admit performance declines to avoid THP

WORKSHEET Time – Part 1

- Pull out your worksheets
- Use a real live salary amount – BLS average if \$60k (or \$30/hour)
- Purpose:
- Create a business case that demonstrates the cost to have this person in the ranks

The employer paid “tax”

- Total hours are spent working WITH the THP weekly?
- Average hourly wage of those affected?
- Mutliplied together = _____
- *add 20% to cover burdens and benefits you also pay out = _____

Productivity Impact

- Total \$ amount affected employees are responsible for?
- Multiply by 0.20 =

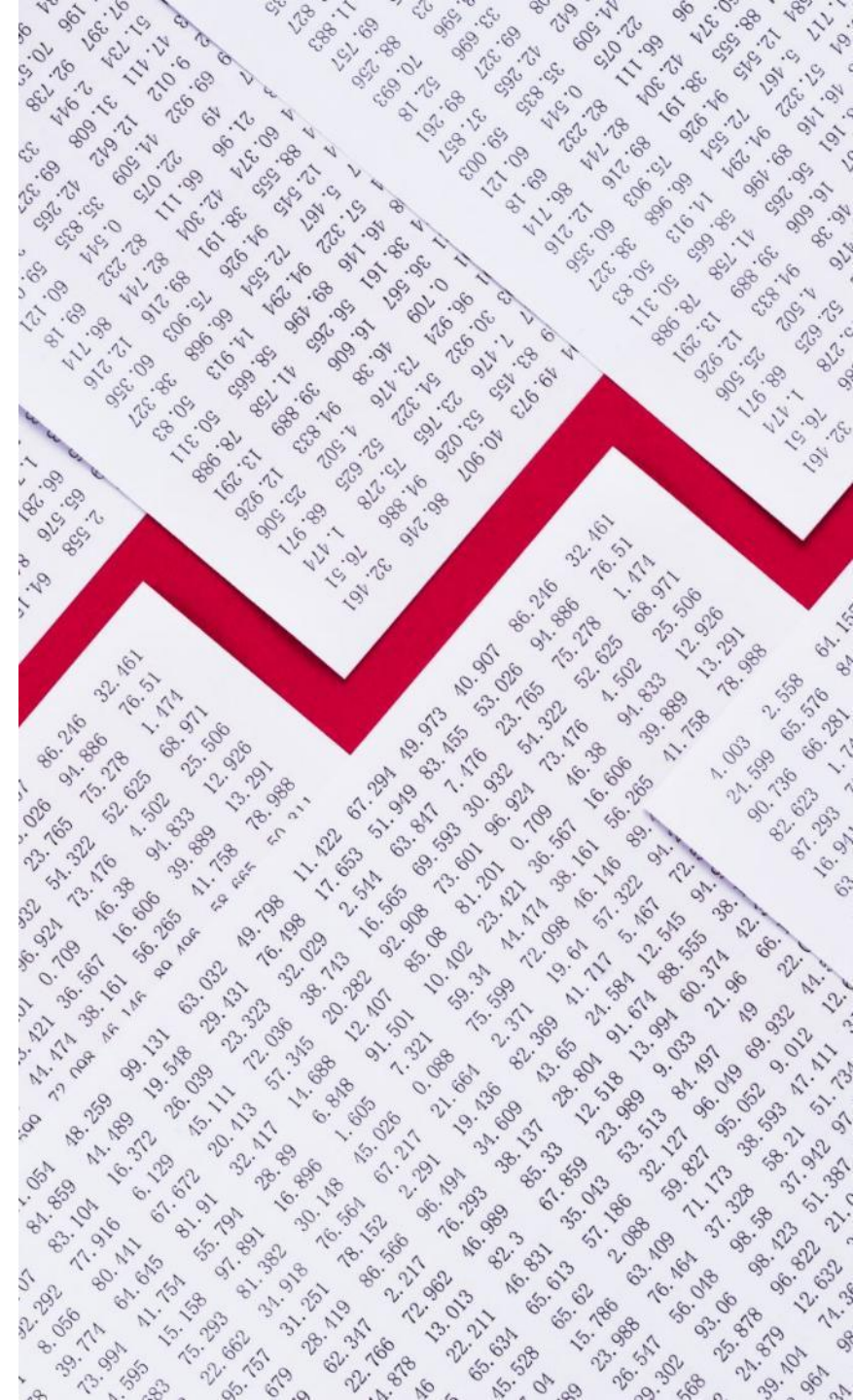
- This is how much you're LOSING vs. what you're paying people for

Impact on the Manager

- Manager's hourly rate = _____
- Hours spent dealing with fallout
- Multiplied = amount you're paying the manager to deal with THP
- (*add your 20% burden to this too)

Total cost?

- Tax =
- Impact =
- Manager =
- Subtotal =



Potential Afterthoughts...

- Then there's YOUR time to deal with all of this
- How much \$ do you lose dealing with their wake (both on the repercussion, but also being TOLD to put up with it)
- What gets put aside or delayed
- Who leaves b/c of THP
- Recruiting & Interviewing

For What?



Data - Turnover

Roughly 25% of employees intend to quit because of THP*

When burnout/disengagement set in b/c of HOSTILE environment, that number doubles to 49-56%*

*Nunes & Palma-Moreira

What about...

- The project costs
- Client attrition
- Raw materials
- Software licenses
- The lost candidate (s)



In addition to...

Drop in Trust

Drop in morale

Drop in team engagement

Drop in productivity

Drop in creativity/innovation

Potential turnover of key team members

Lost audience (grants, ambassadors, goodwill, referrals)

REPUTATION

****PLUS TIME/RESOURCES TO FIX IT***

MORE \$\$\$ = Real cost – your example

Hourly rate =

Cost to recruit (ad, screening)

Hours misspent =

Time to interview

Hours trained =

Onboarding

Trainer costs =

Benefits

Resource investment =

Burdens

*for longer term employees,
consider ALL the investments
you've made in them

Step 2 – Dealing with “NO”

- Do you have this manager in your organization?
- *(are YOU this person?)*



Impact of “**NO**”

- Collaboration
- Innovation
- Participation
- Volunteerism
- Discretionary Effort
- Engagement



IT CAN
~~LOOK~~ BE
DIFFERENT



Yes, IF or Yes,
AND

- Creates conditional agreement
- Creates accountability on both parties (if x, then y)
- Keeps objectives alive
- Opens possibilities for additional innovation/alternatives (i.e. what if we_____?)

EXAMPLE: Trap vs. PIVOT – the Pay Band

The Trap:

If you (manager) just says "No, that's against policy," you are a barrier.

If you just do it, you've crippled the future recruitment and equity of that team.

The PIVOT:

***Yes**, I completely hear your desire to be a good steward of the department budget, **and** let's look at the long-term cost of **turnover** if we under-market this role and have to re-hire in six months because the talent isn't up to par.*

Navigating Executive Resistance

The Friction	The Pivot	Strategic Logic
No budget for a big recognition platform	Yes, if we pilot a peer-to-peer, micro-program first	Proves value at low cost
Managers won't consider remote work	Yes, if we specify 3 KPI's to measure over 90-day trial	Shifts focus from Presence to Performance
We can't move them, they bring in too much revenue	Yes, if we quantify their TURNOVER TAX to demonstrate the loss. Yes, AND we can create a transition plan or RETRAIN them.	Treats behavior & person as a liability to be mitigated.

Why the NO?

Examples:

- Pocket No
- Budget
- Time
- Resources
- Just “because”
- Didn’t feel like it

Picture a YES. What does the result look like?

- Glass half full moment
- If it goes well, who's happy?
- Financial gain?
- Client reaction?
- Shareholders?





What could it look like?

- Under what circumstances COULD it be a Yes? (no bias)
- What if xyz?
- Possible give and take
- Set boundaries
- ***Think WIIFM and WIIFT***

Think “What CAN we make happen?”



Worksheet
page 2

Write down a recent
NO (pocket no, etc.)

Elaborate on why
(best guess)

What would it
look like if it
was YES?

Write down a
possible outcome?

Feel free to do Pros
and Cons

What are the prerequisites?

List the requirements to get to a yes?

Think measurable outcomes

Think what Has to be present (deal breakers)

What's their
motivation?

What's in it for them
(manager) to succeed?

What's in it for them if
it fails?

What about the asking
party?

What's negotiable?

Somethings have to give – what are those things?

A row of wooden figures, resembling a line of people, on a white surface. The figures are arranged in a slightly curved line, receding into the background. Most are light-colored (cream or off-white), but the one in the center foreground is a vibrant red. The text "Step 3" and "The Leadership Audit" is overlaid on the image, centered horizontally and partially over the red figure.

Step 3

The Leadership Audit

How do you measure Leadership Success?

Audience?



Some examples

- Turnover vs. Retention % over fixed period of time
- Development – i.e. internal promotions
- In/Voluntary departures
- Training efficiency
- 360 Feedback loops (**\$\$\$ and survey fatigue*)



What about a rubric?

1. Never Happens
2. Happens 10-20% of the time
3. 50% of the time
4. Up to 75%
5. Consistently occurs 75-100%
6. ALWAYS



Build your rubric

- Decide on top 3-4 skill or competency areas they can demonstrate (and measure)
- What's the rating scale? # % \$
- Is it objective?

What are attributes of strong leaders?

- High Quality & Frequency of Feedback
- Clear and specific expectations
 - What delegation looks/feels like
- Quality & frequency of recognition
- Strength-based development?
- How they build and maintain trust
- Fosters psychological safety
- How they develop staff

What that looks like

For the month of May, Jim's rating on providing timely feedback with 48 hours was:

1. Never (nothing said)
2. Rare (25% of instances of feedback)
3. Inconsistent (responded 50% of the time)
4. Good (responded 75% of the time)
5. Excellent (responded 80-100% of the time)

Best practice tips

- Sample size of stakeholders
 - Colleagues
 - Direct reports
 - Direct manager
 - Clients/vendors
- Expectations on anonymity (safe space, perhaps neutral party)
- Action planning with data

Recap

- Identify Culture Killers (actions/behaviors, repeat offenders)
- Calculate the Turnover Tax
- Practice the Pivot (Yes, IF/AND)
 - Teach “Find the possible (glass half full)” philosophy
- Audit Leadership capabilities
 - Develop one gap at a time to build proficiency/comfort
 - Reprioritize the list regularly
- Ask for help where needed

BUILD
BETTER

What will you do next to
be the Culture Catalyst
of your organization?



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WHAT'S YOUR BIGGEST LEADERSHIP CHALLENGE?

Feeling the pressure of retention and culture change? You're not alone. Many managers grapple with building strong relationships, and embedding engaging coaching to collaborative group development. You need to strengthen employee engagement and discuss your challenges.

- Executive Coaching
- Group Coaching programs

<https://buildbetterculture.com>