Improve Your Company Culture
-1 Company's Journey

ICA Impact Conference – Wednesday, November 6, 2019

Introductions

- Jayne Ringham
- Customer Service Manager
- Winnebago Cooperative Telecom Association, Lake Mills, IA

- Brian Weis
- Director of Customer Success
- Innovative Systems, Mitchell, SD

WCTA

www.wctatel.net   1-800-592-6105
704 E Main Street, Lake Mills

Innovative Systems

What is the #1 Reason Employees Leave

Culture is usually listed as the # 1 reason employees LEAVE a job….

Culture is also usually listed as the #1 reason employees TAKE a job….

When Employees Do Leave, They Usually Do So for Better Company Culture

Average Glassdoor Ratings (External Movers Only)

	2.8	2.9	3.0	3.1	3.2	3.3

Overall Rating

Career Opportunities Rating

Compensation and Benefits Rating

Culture and Values Rating

Work-Life Balance Rating

Senior Management Rating

■ Original Job ■ New Job

glassdoor

Source: Glassdoor Economic Research (Glassdoor.com/research)

What Is Culture

- I Strongly Dislike this word!!!!!

IT IS BEHAVIOR NOT CULTURE

IF YOU WANT TO
CHANGE ATTITUDES,
START WITH A CHANGE
IN BEHAVIOR

KATHARINE HEPBURN

PICTUREQUOTES.com

PICTUREQU❤TES

Behavior – What do I mean

Rational Human Behavior:

Rational behavior refers to a decision-making process that is based on making choices that result in the optimal level of benefit for an individual.

The assumption of rational behavior implies that people would rather be better off than worse off.
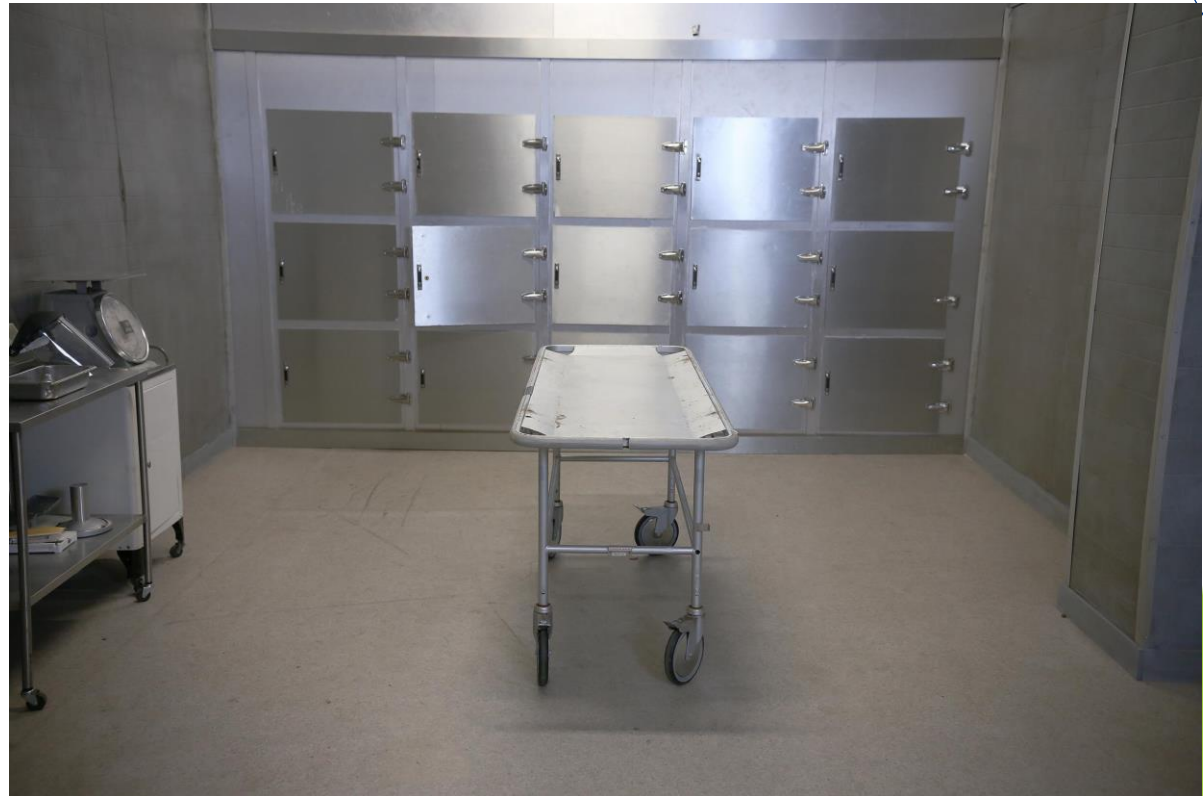

He put himself in time out... for
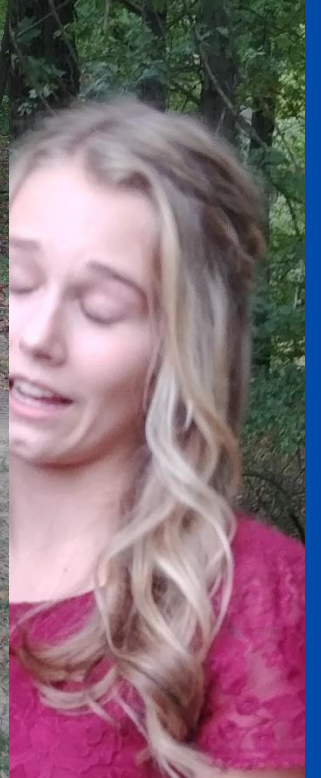
So… Now that we are done with CULTURE- and are going to talk behavior…..

WHAT NOW!

The Morgue

- Quiet, intimidating
- Negative atmosphere
- Entitlement
- Growing, adding products

The Importance of Leadership!!!

"When it comes to standards, as a leader, it's not what you preach, it's what you tolerate."

- Extreme Ownership: How U.S. Navy SEALs Lead And Win, p.54

Jocko Willink & Leif Babin

#ExtremeOwnership

- **Leaderships tolerates behaviors**
- **These behaviors will set the tone for your company**

Sometimes it Takes an Event to Cause Change

- Leadership changes
- Employee changes
- Life changes
- Planned/purposeful events meant to cause change

"What if we don't change at all ... and something magical just happens?"

2005 – 2009

- Move to Accounting
- Outside HR Company
- Personnel Changes
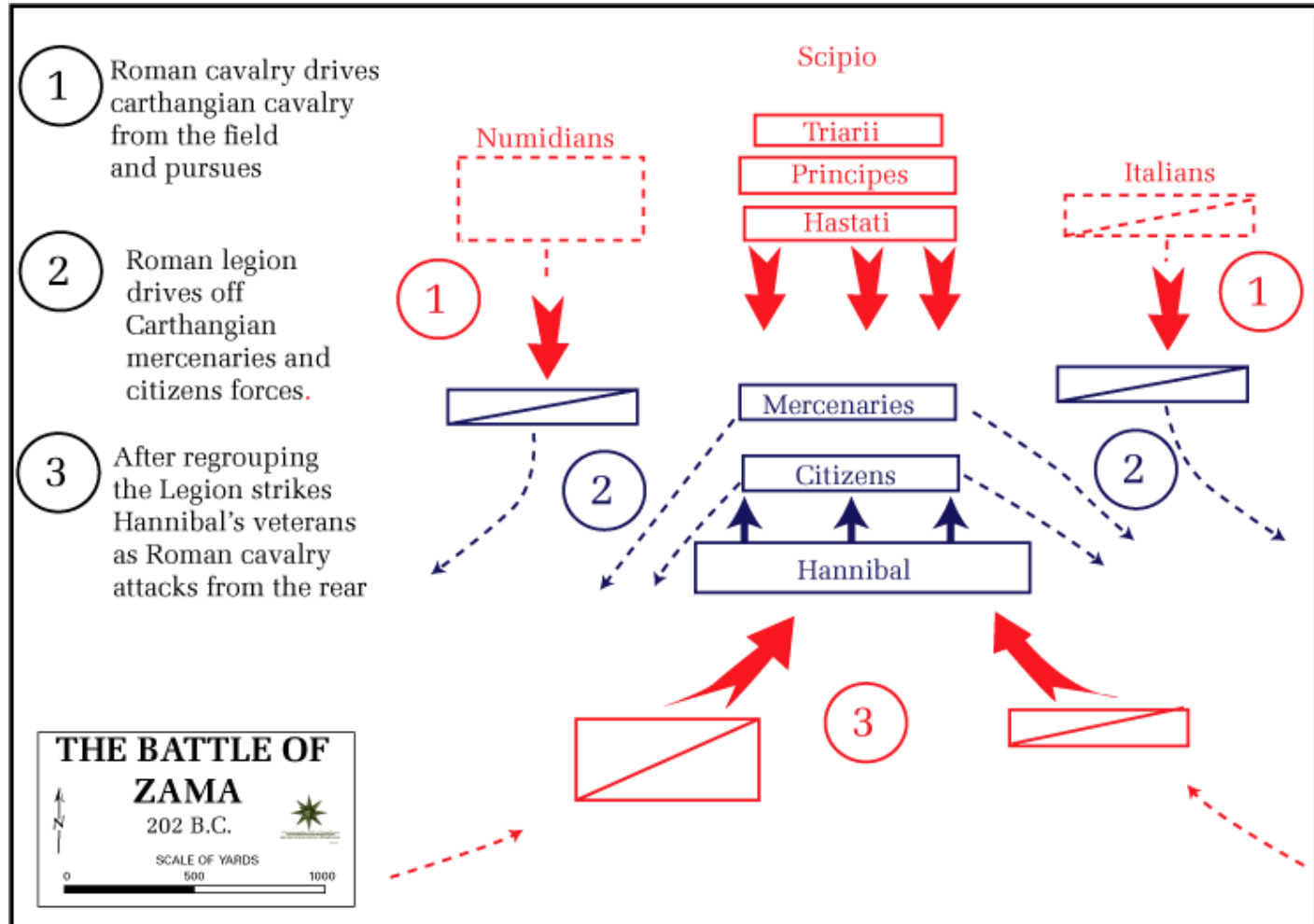- New Customer Service Supervisor
- Performance Improvement Plans (PIPs)

What Makes a Successful Team

- They are Accountable
- They Communicate Well
- They are Disciplined

Goals And Metrics

• Everyone must know the Goals of the company and the Metrics needed to reach them

What Makes A Good Metrics

- **Good Metrics are closely tied to company objectives-** and it is easy for everyone to connect them.

- **Good metrics can be improved**. Good metrics measure progress, which means there needs to be room for improvement.

- **Good metrics inspire action.** When your metrics are important and can be improved, you and your team will immediately know what to do or what questions to ask.

Transparency

- Metrics should be shared- people should know where they stand vs each other
- Board reports- what can be shared– should be
- Financial conversations should be held with your employees- this helps everyone understand where things stand- stability
- IF you have bad news- get out in front of it- AND HAVE A PLAN

A lack of transparency results in distrust and a deep sense of insecurity.
– Dalai Lama

www.theyogimovement.com

Accountability is a 2-Way Street

Accountability is a two-way street. **Greg Bustin**
www.wow4u.com

- While we hold our employees to KPI or metrics- we need to hold leadership to the same
- If we take something as an action item, WE NEED to follow through on it

2011 - 2012

- 2011 – Personnel Changes, Change in Operations leadership
- 2012 – Change in Leadership
- Mission Statement
- Goal: Positive Culture

WCTA Mission Statement

Our mission is to provide our members innovative products, exceptional value, and first-class customer service through positive and dedicated employees while sharing our success with our members and the communities we serve.

2013 - 2015

- Rough-going
- Focused on problems in each department
- Customer Service 101
- Call Coaching
- Employee empowerment

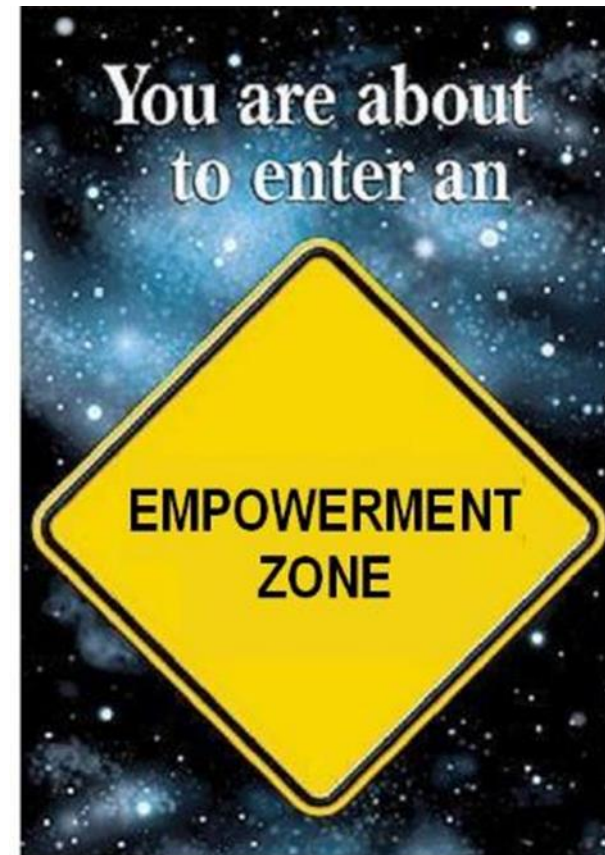# Investing in Your Employees

WHAT IF WE **INVEST** IN DEVELOPING OUR PEOPLE AND THEY **LEAVE US?**

WHAT IF WE DON'T AND THEY STAY?

OK- You have a Vision, Metrics and a Trained Work Force!!!

- Employees must be encouraged to act on their own to achieve those metrics.

- THIS IS TRUE EMPOWERMENT

Relationships between Departments

- Contentious Issues
- Plan by managers
- Dispute resolution
- Cross training between departments
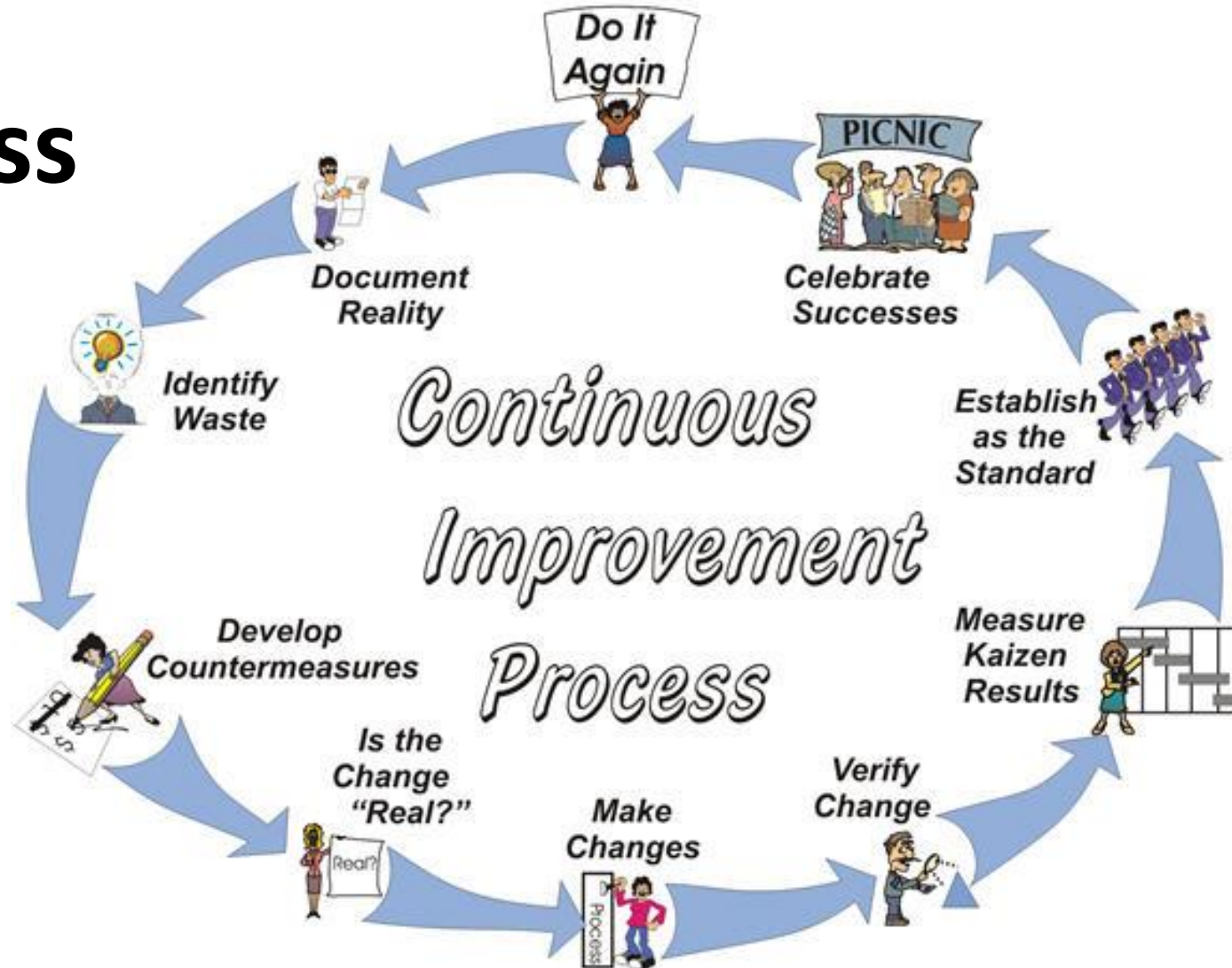
BIG CHANGES FAIL

=70%

Break Down the Silos

A Cross Department Team Effort for Improvement…

Lean Style:
"Follow Me, and we'll figure this out together ".

How it Works?

The Process

The Importance of Recognition

"Recognition is the foundation for motivation-which is the only way to make big things happen"

Ali Hammoud

David C. Novak
001

"People may take a job for more money, but they often leave it for more recognition."

Bob Nelson

CONFIDENTVOICE

What Can We Do to Promote "Fun"?

- Customer Compliments

- Rewards

- Bob Farrell – "Give 'em the Pickle"

"I've had such great service with you (WCTA in general.) Your techs were out here and they replaced the fiber optic cable from my box all the way west. Those guys were so nice, so pleasant, so kind, you got a great crew. The 3 of them who were out in this neck of the woods that day are a bunch of good guys. They were super, super great, very congenial; very businesslike and professional but still had that personal touch. I was a supervisor and that's the kind of things you try to grow in the people who are doing the job; that makes the customers a lot happier."
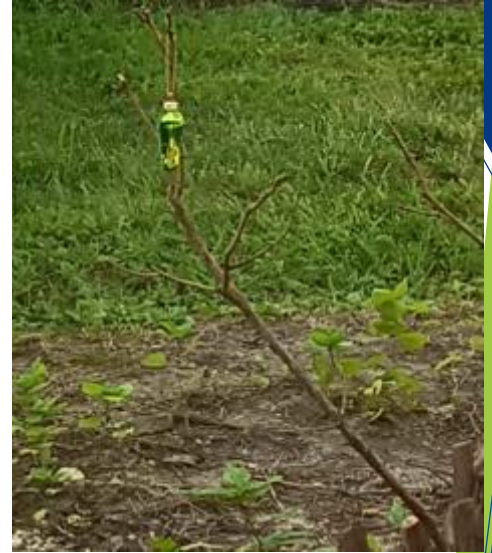
- Food
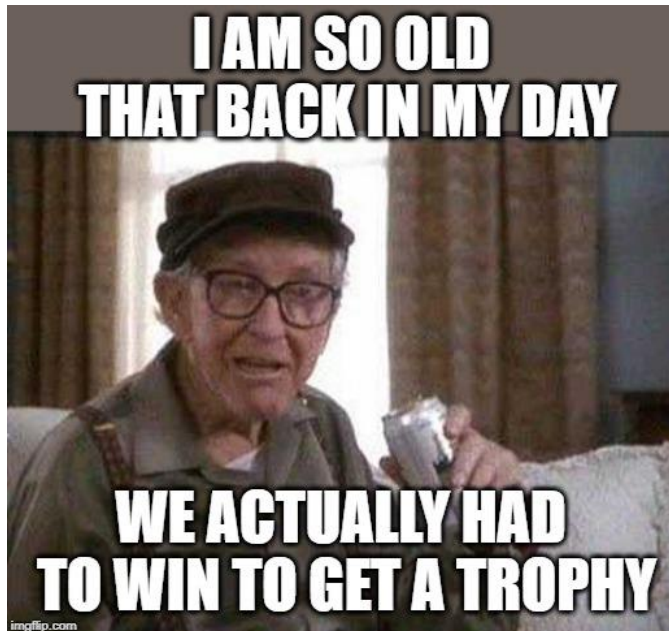- Special days/events

Celebrate

CELEBRATE SUCCESS

- **Celebrate early and often**
- **Strive to create a culture where success and accomplishments are recognized!**

This isn't a Participation Trophy

Celebrate true milestones or successes…

There still must be meaning behind the success.

Celebration

- Celebration should match the success
  - Handwritten notes/Card
  - Ice Cream or popsicles
  - Group cook out
  - Small gift cards

  You Need to Know what Motivates Your Teams!

2015 - New Hiring Process

- Predictive Index from PI Worldwide
- All employees took it first
- All applicants fill out the survey
- Getting the right "fit" for the position, the department and the company
- Onboarding

- https://www.youtube.com/watch?time_continue=6&v=OAOwFs7FgwQ

Learning Styles: Must Try to Reach Everyone

- Why is it important to know how people learn:
- - If people aren't engaged- everyone is wasting time.
- How to reach each style
- - Visual
  - Use different colors and highlights
  - Bullet points
  - Video
- - Auditory (Rarest of all- yet how our schools are geared)
  - Changing pace of your speech
  - Raising and lowering your tone
- - Kinesthetic (80% of all Millennials)
  - Make sure of stretch breaks
  - standing in the back is allowed
  - Silent toys to fidget with

How Winnebago Continues to Thrive!

2017 – Office Remodel

- Height adjustable desks
- New paint and carpet

Telecom Olympics

- 2017
- 2018
- 2019
- Team-building

What's next?

- Continue Employee Rec
- 1% Better Program

Our Employees' Input

Initial training to set the environment. New employees hear the "give them the pickle" story. This sets a tone to make our customers happy, but more importantly allows the employee to know that they have the authority to make this happen. Being encouraged with random recognitions. One example is Mark giving the pickles out at employee meetings. Bars/treats on days that Directors meet. This small gesture gives me the perception of being appreciated rather than just bringing treats in for our directors and not thinking of other staff.

Positive Company Environment
Friendly Atmosphere
Day to Day Challenges
Being able to help others

I really appreciate working with co-workers who care about me. It really means a lot! There is a "family" feeling between co-workers here that is just really nice. I also feel appreciated. There have been several times that this has made me stop and think, WOW!! I also think that there is really good communication.

One thing I have noticed is that employees and managers seem happier now than in the past, it doesn't feel like a cloud hanging over you...can be more open about issues rather than having to send an Anonymous message to the Manager for fear there would be retributions.
It is nice having an office that is more open rather than being enclosed in small cubicles.
It is nice to be able to take time off as necessary/desired because things pop up sometimes that a person can't plan for.

What I like about coming to work................Being part of this awesome team and working in an ever changing and sometimes challenging telecommunications world. I used to dread Monday mornings, now I look forward to them!

I like the work that I do at WCTA and the people I work with. I like the way everyone works together as a team to get things done even when even when the task is demanding. I think management is very good at communicating changes and asking for ideas on the best ways to accomplish goals.

A positive environment & a great group of people to work with! The people at WCTA want to be here, so that makes work enjoyable! WCTA truly cares about their employees & shows their appreciation in so many ways throughout the year.

The atmosphere changed when positivity was a main goal of the company and co-workers were encouraged to laugh and talk. If employees are hired with good work ethic, then this will not get out of control.

I really enjoy coming to work at WCTA because our team works well together. Everyone seems to care about their coworkers and seeing them succeed. It's just a good environment to be in!

Transformation Steps

- Commit to a positive culture from the top
- Keep managers on the same page and support each other
- Emphasize that communication and positivity come from both directions
- Respect your co-workers and the work they do
- Create a Mission Statement
- Create a List of Expectations, Create Clear Goals
- Find your company's "Pickle"
- Invest in your employees
- Reward employees
- Fix problems in department before fixing problems between departments

Transformation Steps

- Implement a dispute resolution process
- Coach your employees, spend time getting to know them (MBWA)
- Job shadow across departments
- Empower employees (don't micromanage)
- Listen to employees' input
- Update your employees' surroundings
- Hire the person who fits in, don't settle
- Initiate a great onboarding process
- Introduce Team Building activities
- Post to Social Media

QUESTIONS

- Jayne Ringham
- 641-592-6105
- jayneringham@wctatel.com

WCTA

www.wctatel.net   1-800-592-6105
704 E Main Street, Lake Mills