

# ***ALTA Insights: How to Build a Positive Ownership Culture to Weather Market Headwinds***

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*"Culture is a lead indicator of profit."*

-Tony Hsieh, Founder ZAPPOS

**Chat Question** – *what does this value represent?*

**\$12,000**

# Our Learning Goals

- **Understand the linkage** between strong cultures, resiliency and profitability
- Learn the business costs of a **toxic workplace**
- Understand the elements for creating and **empowered, ownership culture**
- Gain insights on what the best people-managers do to **attract** and **retain great people**
- Assess your **"go-to" managerial or leadership style**

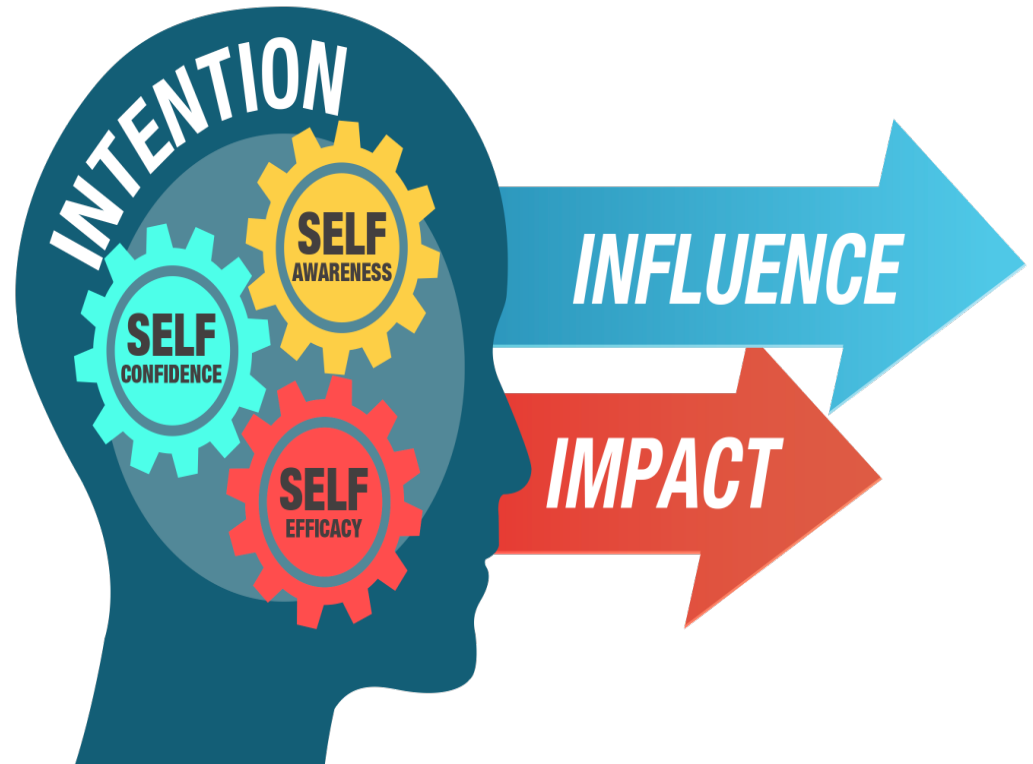






# Chat Question: Improvement Starts with ...?

“|”



Modeling the Change

Pull, not  
Push





# 3 - Step Change Process

1. How do you want your people to Act?
2. How do you want your people to Interact?
3. What's the Mechanism for change?





# 3 - Step Change Process Example

1. How do you want your people to Act? *“I want our more tenured staff to be respectful of our newer, younger team members.”*
2. How do you want your people to Interact? *“I want tribal knowledge to be shared across functions/departments.”*
3. What’s the Mechanism for change? – *Our on-boarding program will include a mentoring component, pairing tenured staff with new team members.*

# 3 - Step Change Process Example

1. How do you want your people to Act? *“I want people to start identifying and solving problems.”*
2. How do you want your people to Interact? *“I want increased teamwork and collaboration.”*
3. What’s the Mechanism for change? – *Every Monday we’ll huddle around a ‘continuous improvement’ white board and together, identify top issues, solutions, and who’s responsible for what by when.*

***"The skills of an organization are no greater than the skills of it's people."***

-Ken Blanchard



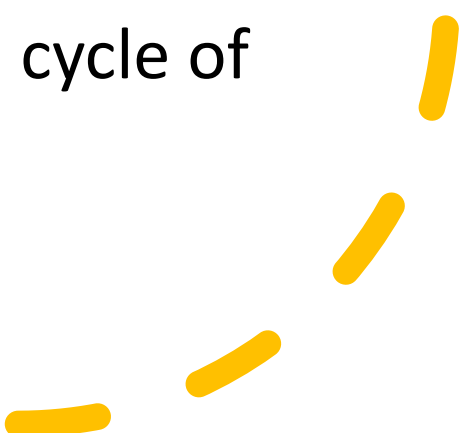
# Are you hiring dead people or killing them on the job?

- 52% of voluntarily exiting employees say their manager or organization could have done something to prevent them from leaving their job.
- 51% say that in the three months before they left, neither their manager nor any other leader spoke with them about their job satisfaction or future with the organization.

**-Gallup**

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## \$\$ + The not-so hidden costs of turnover...

- Damage to your company's reputation, which makes it harder to attract top talent
  - Reduced customer satisfaction and potential loss of customers
  - Lost organizational knowledge
  - Deferred or lost revenue
  - Over burdening remaining employees - burnout
  - Decreased morale, feeding into a cycle of ever-increasing rates of turnover
- 
- A series of four yellow dashed line segments in the bottom right corner, arranged in a curved, upward-pointing shape.



Chat Question – What's one thing you can do to immediately improve business performance?

**Fire a toxic employee!**



# Toxic Red Flags



- Crushing other team members' self-esteem and confidence.
- Sabotaging a team's success.
- Making others question their every move and decision.
- Interfering with teamwork and collaboration.
- Demoralizing staff so they decide they cannot stay.
- Corrupting the work culture so that it's not a psychologically safe environment, which in turn stifles innovation, creativity, productivity and collaboration.

Hire Slow, Fire Fast

# Chat Question –

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**What does your title organization do very well to retain people?**



# 10 Ways to Reduce Turnover

1. Hire the right people!
2. Create a great on-boarding/training experience
3. Exit interviews
4. Analyze management – *"people don't quit companies, they quit managers."*
5. Recognition program
6. Pay fairly
7. Prioritize employee well-being – mental health support
8. Build a safe, positive, and inclusive culture
9. Flexibility
10. Offer growth, training & development opportunities



# Resilient (ownership) Cultures

*"The ability of an organization to anticipate, prepare for, respond and adapt to continuous change and sudden disruptions in order to survive and prosper."*



## 5 Leadership Capabilities for Empowerment

1. Managers must let go of command-and-control leadership
2. Employees must let go of “waiting to be told” to taking initiative to lead themselves, take ownership & solve problems
3. Managers and team members must develop “partnering for performance” relationships
4. Team members must be trained in “self-leadership”
5. Managers must regularly delegate, employees must be proactive, take initiative, and be solution-oriented

# Your “Go-To” Leadership Style?



A leaders #1 priority  
ought to be  
**drive fear**  
out of their  
organization.



Thank You Very Much ALTA Members!

Q&A

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