


**Webinar Series** 

**Advancing Equal Employment Opportunities and Creating Inclusive Workplaces**

**Part 6: "Building Intentional Culture" - How to foster a welcoming workplace**


   



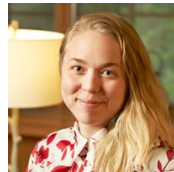


**Part 6: "Building Intentional Culture" - How to foster a welcoming workplace**

Cesilee Coulson, Jaimie Laitinen, & Morgan Cain  
WISE -Washington Initiative for Supported Employment  
**November 19, 2019**

2

**Introductions** 

		
Cesilee Coulson Executive Director	Jaimie Laitinen TA and Training Director	Morgan Cain Operations and Communications Coordinator



**Building Intentional Culture** | How to foster a welcoming workplace



4

## What is Organizational Culture?



Underlying beliefs, assumptions, values, and ways of interacting that contribute to the unique social and psychological environment of an organization.

5



What aspects of our culture should be flexible?

What aspects of our culture are important for everyone to be aligned on?

Where could we benefit from new perspectives?

Impacts of "Culture Fit"

6

## So What Works?

People stay longer in organizations when they:

Are able to learn and grow	Feel both independent and supported	Can specialize in areas where they naturally do well	Fit well within the culture
----------------------------	-------------------------------------	--	-----------------------------

Knowing more about your culture can help you understand who fits well, who doesn't, and why?

7

## Cultural Norms

How an organization's culture presents itself

Behaviors and rules of conduct can be:

- formal or informal
- healthy or unhealthy
- often not actively reflected on or challenged unless new people come in



8

### Example - Formal & Healthy Norms

Culture: "Learning Organization"

Norms

- Annual training budgets for staff
- Trainings taken seriously (informal)
- Leadership open to new ideas

9

### Example - Formal & Unhealthy Norms

Culture: "Closed-door Decision Making Process"

Norms

- No mechanism for collecting staff input
- No transparency around items such as budgets, priorities, hiring
- Staff are not sure how decisions get made

10

### Changing Norms

*Formally & Informally*

Be intentional about how you contribute to your organization's culture:

- Recognize, reflect on, and acknowledge unhealthy norms
- React with intention
- Prepare to welcome someone that will change the culture
- Start conversations

11

The diagram is split into two panels. The left panel shows a progression of four circles: 'Exclusion' (a circle with a few dots), 'Separation' (two circles with dots), 'Integration' (two overlapping circles with dots), and 'INCLUSION' (a large circle with many dots). The right panel shows a tree with three people standing under it. The first two are on the ground, labeled 'Equality'. The third is on a box, labeled 'Equity'. The fourth is on a taller box, also labeled 'Equity'.

### Inclusion & Equity

12

**Group Activities**



**Organizational Culture Snapshot**  
Complete individually and review with your team or department



**Exclusive vs. Inclusive Norms Scales**  
Typically work on this within your program teams and discuss similarities and differences

**Organizational Culture Snapshot**

**Heroes**

**Heroes** who is seen as the hero around here? why?

---

---

---

---

---

---

---

---

---

---

why do people succeed or fail here?

---

---

---

---

---

---

---

---

---

---

**Norms & Typical Behavior**

**Norms and Typical Behaviors**  
communication styles; comfort with conflict; competition vs. collaboration; perfectionism; ways of celebrating; workaholics; sense of urgency; boundaries; allowance for vulnerability/emotion; etc.

---

---

---

---

---

---

---

---

---

---

## Values and Beliefs

**Values & Beliefs** stated & lived

---

---

---

---

---

---

---

---

17

## Hierarchy

**Hierarchy** draw & describe

---

---

---

---

---

---

---

---

18

## Who is Missing?

**Who is Missing?** staff demographics

---

---

---

---

---

---

---

---

19

### Cultural Snapshot Example

20

# Exclusive vs. Inclusive Norms Scales

## Exclusive vs. Inclusive Organizational Norms 1

**Individualism & Competition**  
Single charismatic leaders; Working in isolation from each other; Taking unearned credit.

**Collaboration & Collectivism**  
Working together; Taking time to build trusting relationships; Focus on "building a bigger pie" vs. fighting over a slice; Mutual support and promotion of each other's ideas.

**Paternalism and Power-Hoarding**  
No consultation or transparency in decision-making; Holding on to resources; scarcity mindset; Official title outweighs experience; Ideas are valued based on rank.

**Partnership and Power-Sharing**  
Decision-making is clear and affected parties are consulted; Ideas from others are requested and space is made for them to be heard; Budgets are made available for viewing

## Exclusive vs. Inclusive Organizational Norms 2

**Fear of Conflict and Defensiveness**  
Politeness valued over honesty; Those who bring up discomfort for others are scapegoated; Feedback is not given in a timely manner; Focus on protecting power and comfort instead of addressing issues.

**Growth and Vulnerability**  
Peers continuously learn from each other; Feedback is given & received objectively; Managers are skilled at providing timely, supportive feedback in culturally and individually responsive ways; Clear structure in place to hear and address grievances.

**Urgency and Over-Working**  
There is a continual sense of urgency for deliverables, but not for community building or capacity building; Strong focus on quantity; Less focus put on the cost of growth on people and relationships;

**Sustainability and Self-Care**  
Space given to address what is important that comes up in the moment; Realistic timeframes are set; Cost/benefit analysis includes all costs; Focus on sustainability and quality; Actively encouraging a culture of self-care; Support of time boundaries, considerate of parental needs, personal health issues; Work plans enable space for unpredictable tasks and creative innovation

## Exclusive vs. Inclusive Organizational Norms 3

**Perfectionism**  
Mistakes are seen as personal and reflect badly on the individual; Little time for learning; As new hires learn their job it is subtly or directly communicated that they must "prove themselves," setting them up to hide mistakes or face discipline.

**Appreciation and Support**  
Mistakes are valued as opportunities for learning; People verbally show their appreciation for one another; As new hires learn their job they are given the freedom to make mistakes and learn from them.

## Addressing Unhealthy Norms

Examples

- Urgency and Overworking
- Paternalism and Power-Hoarding

## Equity & Inclusion

How do you recruit and include new people who may evolve your culture?

In order to:


- Include more perspectives on the team
- Add more skills, styles, and approaches to the work
- Reach more people with services

## Contact Information



Cesilee Coulson  
[cesilee@gowise.org](mailto:cesilee@gowise.org)

Jaimie Laitinen  
[jaimie@gowise.org](mailto:jaimie@gowise.org)


Morgan Cain  
[morgan@gowise.org](mailto:morgan@gowise.org)  
[www.gowise.org](http://www.gowise.org)



## Thank you

## EDUCATION CREDIT




**Requirements:**  
Must be registered, attendance verified,  
post-test completed.

**Credits:**

- Certificate of Completion
- CESP Credit

29


## EDUCATION CREDIT POST TEST



- \*\*Must be registered, attendance verified,  
and post-test completed to receive credit.
- Post Test for Webinar Series Part 6  
or copy and paste:  
[bit.ly/equal-employ-opp-webinar-test-6](http://bit.ly/equal-employ-opp-webinar-test-6)

30


## EVALUATION



- Your feedback is important to help determine the effectiveness of this webinar in meeting your needs and to guide planning for future webinars.
- Evaluation Part 6 of Webinar Series  
or copy and paste  
[bit.ly/equal-employ-opp-webinar-eval-6](http://bit.ly/equal-employ-opp-webinar-eval-6)

31


## ARCHIVED WEBINARS



- All webinars in this eight-part series will be archived with recording (video & audio), presentation, and transcript - please share.
- Archives: Advancing Equal Employment Opportunities and Creating Inclusive Workplaces  
or copy and paste  
[www.adasoutheast.org/webinars/archives.php](http://www.adasoutheast.org/webinars/archives.php)

32





## UPCOMING WEBINARS

**Parts 7 & 8: Save the Dates!**

- **Part 7: Sharing Your Story with Confidence in the Workplace**  
January 21, 2020
- **Part 8: Large Employer Initiatives and Public Sector Employment**  
February 25, 2020

• Register for Webinar Series: Advancing Equal Employment Opportunities and Creating Inclusive Workplaces

• or copy and paste:  
[bit.ly/equal-employ-opp-webinar-seada-2019](http://bit.ly/equal-employ-opp-webinar-seada-2019)

33



## Questions?


**Southeast ADA Center**



**Phone**  
800-949-4232 (toll free)  
404-541-9001  
711 (relay)

**E-mail** [adasoutheast@law.syr.edu](mailto:adasoutheast@law.syr.edu)  
**Web** [www.adasoutheast.org](http://www.adasoutheast.org)

34



## Disclaimer

The contents of this training were developed under a grant from the National Institute on Disability, Independent Living, and Rehabilitation Research (NIDILRR grant number 90DP0019-01-00). NIDILRR is a Center within the Administration for Community Living (ACL), Department of Health and Human Services (HHS). The contents of this training do not necessarily represent the policy of NIDILRR, ACL, HHS, and you should not assume endorsement by the Federal Government.

The information, materials, and/or technical assistance provided by the Southeast ADA Center are intended solely as informal guidance, and are neither a determination of your legal rights or responsibilities under the Act, or binding on any agency with enforcement responsibility under the ADA. The Southeast ADA Center does not warrant the accuracy of any information contained herein.

Furthermore, in order to effectively provide technical assistance to all individuals and entities covered by the ADA, NIDILRR requires the Southeast ADA Center to assure confidentiality of communications between those covered and the Center. Any links to non-Southeast ADA Center information are provided as a courtesy, and are neither intended to, nor do they constitute, an endorsement of the linked materials.

You should be aware that NIDILRR is not responsible for enforcement of the ADA. For more information or assistance, please contact the Southeast ADA Center via its web site at [ADAsoutheast.org](http://ADAsoutheast.org) or by calling 1-800-949-4232 or 404-541-9001.