



How to Build a Principled and Collaborative Work Culture

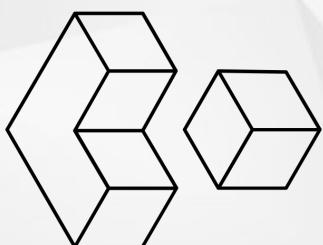
for Sustainable Business Success



INTRODUCTION

Workplace culture plays a significant role in all areas of business, from the company's brand and reputation with clients to the talent it attracts for its workforce. A poor or unstable culture doesn't always mean that a company is failing financially. These workplaces, however, are typically riddled with unhappy employees, high turnover and lower employee engagement. Some experience active disengagement, which contributes to toxic workplace behavior.

If a culture remains stagnant and unsupportive, growth stalls and top performers leave for better opportunities. To truly create a successful culture, leaders require proper training, education and support.



Creating a sense of culture fit and belonging for team members starts with educating leaders on the six principles¹ that anchor collaboration and cooperation in the workforce. Research-based and validated through Gonzaga University, Boeing and the Washington State Education Association, the six TIGERS principles management and team development facilitations and TIGERS Team Behavior Profile have served committed CEO's and leaders who desire a collaborative, innovative and scalable workplace culture for more than two decades.



The six principles are the foundation for a winning workplace culture and enhance the following group dynamic characteristics:

- Trust: To truly have a successful operation, team members need to have trust that each competent person is working toward the common good and won't deceive others to make it to the top. Organizations that make trust a priority enjoy higher customer loyalty, higher employee retention rates and increased profits, among several other benefits.
- Interdependence: Businesses rely on employees, vendors, stakeholders, customers and many other people in order to work cooperatively for the benefit of the whole. Shining a spotlight on the importance of interdependence allows key players to cooperate and collaborate with others in synergistic ways.
- Genuineness: Genuineness means creating authentic connections and communications with others. It requires respect, cooperation, honesty and transparency.
- Empathy: Empathetic leaders are in a better position to lead because they are better able to work toward understanding others. Empathy supports recognizing others' emotions as well as working to understand diverse perspectives so good decisions can be made. It does not imply agreement. Even through disagreement, authentic connections between people persevere.

- Risk: Taking risks is the only way that leaders and organizations can achieve innovation and grow. Sometimes mistakes are made. Learning from mistakes, therefore, offers refinement and correction. Leaders can reduce the fear associated with risk by offering training, superior problem solving systems and other risk resolution processes.
- Success: To enjoy success, leaders need to first identify what success means for their organization. Success is more than being financially solvent. It also requires a balance between the people achieving work and their psychological satisfaction. This leads to a positive work culture that builds morale, offers team building opportunities and focuses on employee well-being.



These six principles do not stand alone in the workplace. To create a collaborative and successful culture where an organization's values, mission, goals and strategies excel, leaders must understand and assess how the six principles impact behavior that reinforces the greater picture of workplace culture.



FOUR LEVELS OF WORKPLACE CULTURE²

In order to effectively change or influence a company's workplace culture, leaders must first clearly identify what culture actually is. The company culture is essentially the business' personality, and it encompasses four distinct levels: Artifacts and Symbols; Norms, Procedures and Values; Beliefs and Assumptions; and Core Principles. Each of these levels directly influences how a company is perceived by its directors, leaders, team members, customers, shareholders, and greater community.

1

Level One: Artifacts and Symbols

This first level of company culture is typically the first impression the company provides.

These outer areas of culture are concrete things that can be physically touched, seen or explored and are known as artifacts and symbols. Some concrete examples include logos, marketing materials, slogans and mission statements, among others. The building's exterior architecture, interior design and workspace layouts are also examples of artifacts and symbols.

2

Level Two: Procedures and Values

The second layer of company culture encompasses stated procedures and values, including policies and rules.

These elements can typically be found in an employee handbook and can include anything from acceptable and non-acceptable behaviors or procedures to family leave policies and employee advancement criteria.

3

Level Three: Beliefs & Assumptions

This level of company culture deals with the unstated aspects of team member interactions and how things are really done.

For example, an organization may have a policy in place that states that all team members must treat one another respectfully, but if the leaders within the organization are demeaning and disrespectful toward team members, team members will be less likely to be respectful to one another. They will also be less likely to openly express their ideas and concerns with management.

4

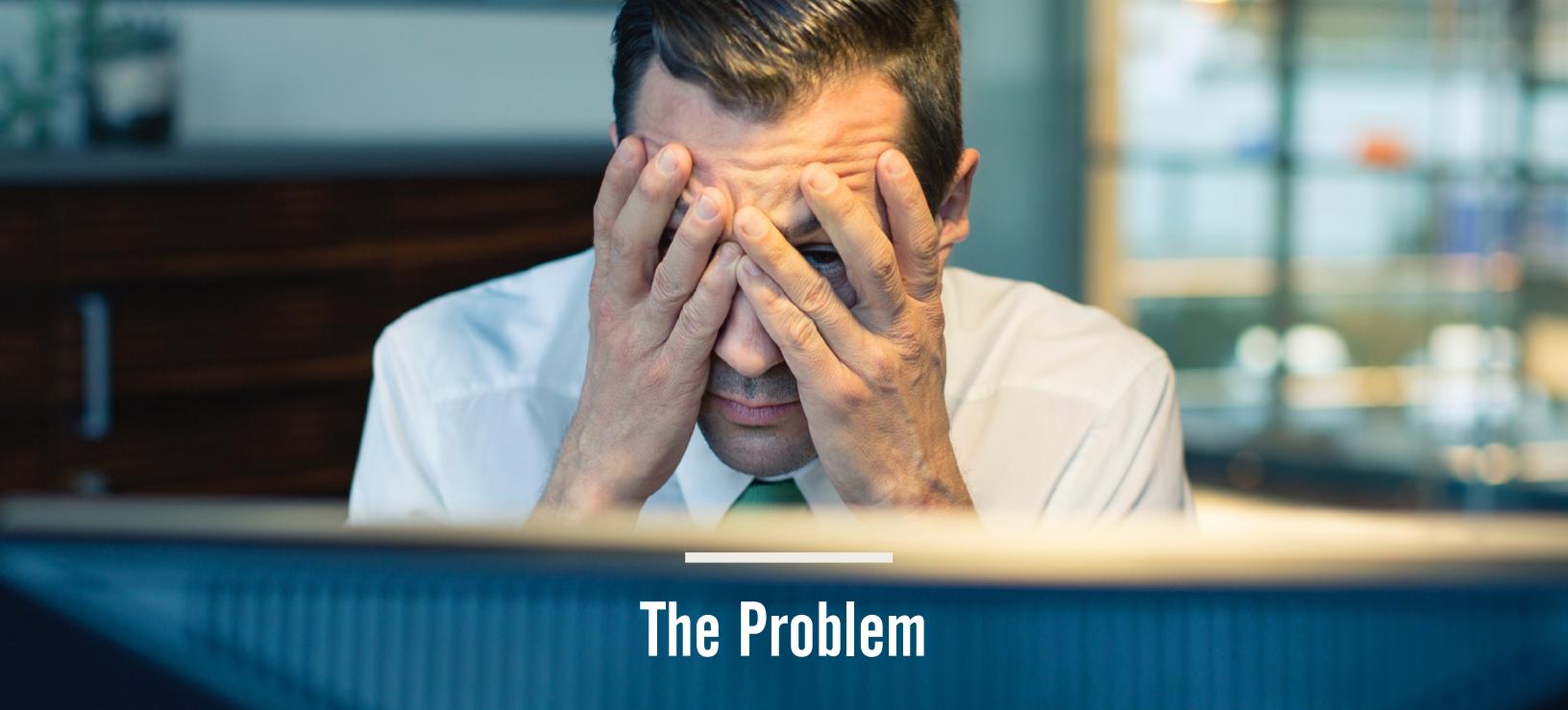
Level Four: Core Behavior Principles

The fourth and innermost level of company culture is the company's core principles.

These core principles determine behavior norms that influence every other level of culture and can be composed of a number of value systems, including personal, group, leadership or owner ethics and principles. Over time, these core principles can evolve and change with the people performing the work. Core Principles influence the organizational personality from the inside out and if left undefined can fracture behavior and team dynamics between departments and the organization as a whole.

An organization's Core Principles are the agreed-to behavior norms and greatly influence how employees work on a day-to-day basis. In an ideal workplace, core principles align with the values that employees hold as true, desirable and worthwhile. They are measurable, observable and are what make people comfortable with one another or cause predictable problems with consequences. When core principles do not align, employees are left with confusion and conflict, and talent retention surfaces as an issue resulting in turnover and productivity loss.

When addressing culture concerns, leaders need to take into account all four levels of workplace culture and how they align with the six TIGERS® high performance group dynamic principles of trust, interdependence, genuineness, empathy, risk and success. A good workplace culture does not happen by chance, and both strategy and employee engagement are required to build a successful workplace with a winning culture. When both are taken into account, it's easier to sustain an effective work culture when times get tough or external circumstances threaten success. This is something good leadership teams prepare for well in advance, acting proactively rather than reactively when they hit risks to profit and sustainability.



The Problem

Negative workplace cultures aren't formed overnight. This type of culture comes as a result of poor habits, missed opportunities, a lack of training and no sense of accountability for monitoring workforce behavior from the top down, between departments and from the bottom up. One of the major causes of a poor work environment is a lack of actionable communication. When actionable communication from leaders is lacking, team members do not have the basic understanding of their core functions that are required in their positions. They are also less likely to seek training to avoid negative behaviors because they do not have a clear understanding of what negative behaviors need to be avoided since leaders provide the model for how work is done and how people treat one another.

In many cases, these workplace cultures specifically lack the principles of genuineness, empathy and risk. Without empathy, seeking to understand doesn't happen, and then negative risk and genuineness take over. This causes people to jump to conclusions that either escalates conflict or takes conflict sideways and out of proportion.

Unfortunately, most people are not taught to be genuine in their personal lives. It is difficult for them to come to the workplace ready to create supportive relationships based on respectfully expressed truth perspectives and insights without a proper system in place to build personal safety into the process. In fact, in authoritarian households and company cultures (past or present), genuineness is often discouraged because the leaders can't hear anything that disrupts their course of action. So conflict goes sideways and is often swept under the rug, resulting in a toxic work environment with negative behavioral outcomes.

Cultural Split³

As core principles form the behavioral hub of the company's culture, a cultural split can occur when the company's values become obscured and the organizational behaviors no longer support the stated values. This produces inconsistencies and problems for the company and its employees.

When individualistic behaviors surpass interdependence principles, group cohesiveness is reduced. This negatively impacts workforce development goals designed to create an ethical, quality-focused, productive and successful team of people. This typically occurs because individuals are competing for recognition and rewards, which are awarded based on individualistic behaviors, rather than interdependent group behavior.

The result is a culture of winners and losers. Instead of working together, strong competitors will turn on one another and look for opportunities to make others stumble and fall. Rather than working as a cohesive leadership team striving for organizational success, the result is a culture where some leaders benefit while others are met with lack of support, training development and misfortune.

Many times, implementing a mentoring program can solve culture problems, but in the case of cultural split, it actually creates more dichotomy than cohesiveness. The reason behind this is insulated competition behavior. For example, mentors are prone to withhold information from their mentees to ensure that they are unable to produce better results. The mentors desire to hold their position as being the best, so they tend not to share all of their secrets for success. When they eventually leave the company, they take their secrets with them. In this type of environment, individuals put their own needs above the company's needs, focusing on perceived immediate success rather than the long-term success of the organization.

A Lack of Genuineness⁴

Genuineness is the alignment between who people are when they are at home and who they are when they are at work. Ideally, this is the same person, but that's not always the case in workplace cultures that lack genuineness. Team members may view themselves as two different people because of:

- Concern for repercussions that could threaten their job security.
- Fear that their work will be more complicated, or fear that they will be asked to do more.
- Feelings of defeat.

In a culture lacking genuineness, some specific behaviors may be present, which leaders should take care to notice and address:

- Disrespect for self and others.
- Stinginess.
- Ambivalence.
- Lack of commitment or care for others.
- Lack of commitment or care for the organization.
- Triangulation where people discuss concerns and complaints with coworkers who have no power to bring matters to closure.
- Inferences made and not challenged about coworker behavior and intentions.
- Not sharing observations, facts or hunches for fear of repercussion.
- Lack of self-awareness.
- Pointing out what is wrong and blaming others without presenting a solution for improvement.

The fear and stress present in this type of culture prevents leaders and team members from being their authentic selves, which causes individuals to act like different people while at work versus while at home. While some personal reservation has its place in the workplace, individuals shouldn't feel forced into personality splits, especially if leaders want employees to be engaged and accountable at work.

Missing Empathy⁵

Empathy is defined as the desire and ability to understand another person's perspective or circumstance regardless of agreement. This is important in the workplace because it allows team members to imagine what others are feeling, desiring or needing. The outcome allows everyone to work more peacefully and with greater feelings of support and safety. Empathy is the foundation for morality and the desire to do the right thing, and it's an essential element for team cultures that value kindness, generosity, forgiveness, excellence and support. When empathy is lacking, chaos, toxicity and perennial conflict abounds resulting in a workplace with minimized productivity or profit. Some behaviors that damage the empathy principle include:

- Promoting winner and loser status within the same company.
- Promoting "us" and "them" status within the same company.
- Rationalizing that the end justifies the means.
- Opportunism.
- Jokes and pictures that degrade people.
- Allowing name-calling, insults, intimidation, yelling, bullying and threats to employees from management or between employees.
- Manipulation and coercion.
- Promoting a pool of people with low wages so a few can become wealthy under the guise of keeping prices down.
- Denying human needs at work to cut costs or promote work efficiencies.
- Creating and knowingly selling faulty work that could harm customers based on opportunity cost justification.

A lack of empathy not only negatively affects the workplace, but it also negatively affects the world at large. When employees possess a "me-only" mentality, cooperation, communication and teamwork suffer as individuals strive to prove that they are better than others to secure more money, recognition and promotions. From a team standpoint, these individuals succeed in annoying, disturbing, frustrating or even disgusting their fellow team members, which breaks down cohesiveness and team success.

Playing it Safe⁶

While it may sound like a good idea, playing it “safe” and avoiding risk is actually a risky move for leaders and organizations. Risk is one of the six principles for success, and without careful planning and implementing a risk resolution system, risk, or lack thereof, can lead to big losses for an organization.

When leaders do not account for risks as part of their growth plans, their companies are unable to attract and retain good employees. They frequently experience high employee turnover because their growth strategies, correction of mistakes and values are not aligned. This lack of risk management causes internal conflict and inferior customer service, which allows the company to grow to a certain point. Growth starts to fizzle when leaders lack an understanding of how to transform problem solving and correction of mistakes into a learning organization that is very capable of managing risk.

Some behaviors that damage the universal risk principle include:

- Retaliation against people who make thoughtful decisions that result in a mistake.
- Failure to clarify and track goals, procedures and expectations.
- Lack of accountability.
- Criticism without coaching for improvement.
- Fear of failure.
- Perfectionism and over-analysis.
- Misalignment of core business functions.

Companies also become stagnant when their leaders fear change and resist trying new ideas. Leaders who empower their cross-functional teams to solve complex problems but do not provide the space and time to share information stifle progress. When leaders further resist giving the power to authorize decision making, they prevent their companies from taking risks and moving into renewed levels of innovation. Employees become frustrated by this and are less willing to be accountable for outcomes.



SOLUTION

When employees know what behaviors are discouraged, they are more likely to seek training that helps them avoid negative behavior that adversely impacts cooperative and collaborative work team dynamics. This is especially true for the principles of genuineness, empathy and risk. The “GER” in TIGERS, these three principles are interconnected and are essential for collaborative work environments that reduce team conflict.

When employees are empowered to find solutions and are committed to success, they are more likely to seek out problem-solving skill development, assertiveness training, conflict resolution training and other methods that help them to effectively communicate their observations in the workplace without jumping to negative conclusions. Likewise, when effective problem solving systems are in place, the tendency to fall into GER dynamics and conflict is minimized. Company revenue and productivity also benefit from this type of group development training, as leader delegation, facilitation and problem-solving and planning skills are improved. This causes other more resistant leaders to follow suit.

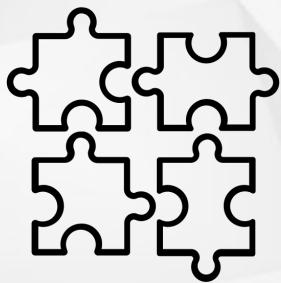
Once other leaders are on board, companies begin to create a culture of collaboration in which all team members feel psychologically safe and productive. Psychological safety is a cornerstone for communication, so leaders who take great care to ensure that all team members feel comfortable sharing their ideas and concerns in the company benefit⁷.

In meetings and other group situations, leaders also benefit from group facilitation skill development to ensure that all team members feel that their contributions are heard and considered. People who are typically hesitant to share, or who take more time to think things through should not feel bullied into silence by the more talkative team members when skilled facilitation methods are deployed. As a result greater equity and ownership is built into team-based decisions, which ultimately releases managers to work on business growth rather than micro-managed team monitoring.

Mending Cultural Split⁸

Regardless of whether a company's core principles are internally competitive or collaborative, people are attracted to (and do well) in organizations if the culture is congruent from the hub to the outer layers. People tend to be competitive by nature, so companies should understand this and use it to their advantage. Rather than create a culture with team members competing against one another, channel competition by competing as a group against an outside force, such as a market competitor. In this way, individuals can still win, without stepping on their own to get there. The place for individual recognition resides in one-on-one conversations rather than public rewards.

To create a highly cooperative and collaborative group environment, leaders start by carefully assessing their culture behavior dynamics. It is important to also identify any and all incidents of cultural split and adjust their core business functions, policies and rules to support cooperative efforts, rather than individualistic behaviors. Leaders should also clarify behaviors that promote trust, interdependence, genuineness, empathy, risk and success. Once identified, the next step is to incorporate those behaviors into catalytic coaching processes and performance reviews to further promote high functioning behavior.

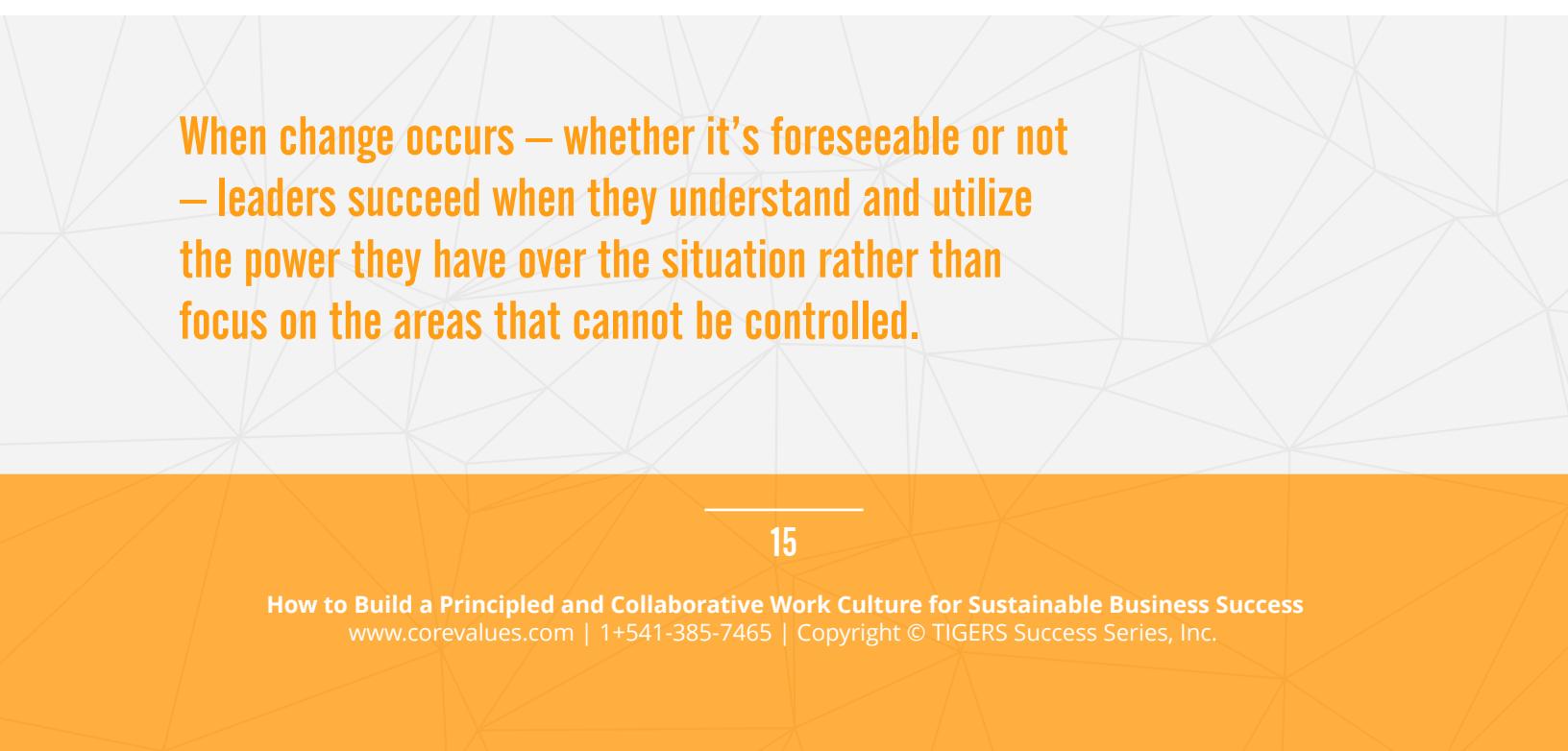


It's also important to note that leaders and employees don't live and perform inside a bubble – outside influences and personal lives can play a major role in how employees interact with one another⁹. Personal relationships, health concerns and an individual's work-balance needs are all part of the cultural equation. Therefore, it is important for leaders to understand this and work one-on-one with employees to improve morale and minimize cultural split.

Taking Control¹⁰

When a recession hits or an unexpected tragedy strikes, the fastest way to fail is to view the scenario as out of your control. While the circumstances may be out of your control, how you react to the situation isn't, and this is where organizations can truly withstand the storm and even thrive in the face of adversity. According to "Roaring Out of Recession,"¹¹ only 9 percent of companies are able to come out of a recession stronger than they were at the beginning of the recession. These companies succeed in spite of the current economic climate because they have a formula for success and possess five common characteristics:

1. Leaders are transparent and carefully cut costs in a way that works for leadership and employees alike.
2. Leaders invest more on marketing, assets and research and development.
3. Leaders invest in refining their systems to operate more efficiently or improve production capabilities.
4. Boards of directors place the right leaders in the right positions and expect high levels of communication.
5. Employees are empowered to champion change and solve problems in their immediate scope of work.



When change occurs – whether it's foreseeable or not – leaders succeed when they understand and utilize the power they have over the situation rather than focus on the areas that cannot be controlled.



Supporting Genuineness¹²

Genuineness is one of the top principles that is required for a winning workplace culture. Without it, employees struggle to be themselves at work, which affects their overall performance. Genuineness is required in order to diminish fear, and when employees aren't afraid of repercussions, they are more likely to be sincere, frank and forthright with leaders and other team members. Understanding and cooperation follow when kindness, respect and clear communication are present among employees, and employees are better able to commit to their work, are more creative and happier in this type of environment.

To create this type of environment and build genuineness, leaders and team members should focus on the following behaviors:

- Respect for self and others.
- Generosity.
- Problem-solving.
- Concern for the welfare of others.
- Concern for the welfare of the organization.
- Sharing solution-oriented concerns without fear of repercussion.
- Cause and effect thinking.
- Confrontation and feedback skill development.
- Commitment to sharing the truth from personal perspectives.
- Self-awareness.

When genuineness is valued in an organization, team members are more likely to feel safe, which leads them to contribute to building social relationships and a sense of belonging. When people feel that they belong, they are more likely to develop to their full potential.

Increasing Empathy¹³

Employees in empathetic workplaces typically exhibit higher moral characteristics. The team culture, as a result, exhibits kindness, generosity, compassion, helpfulness and a relaxed state of mind, which lead to more creative, inspired, happy, cooperative and productive employees. These employees also tend to be better listeners and genuinely want to learn more about people, without passing judgment or feeling overly sympathetic and endorsing others' feelings of victimization. An empathetic work environment is necessary for conflict resolution because empathetic people are better able to understand different points of view and create collaborative solutions that work for all involved.

To truly be empathetic, employees also need to recognize and regulate their own emotions¹⁴. Negative thoughts happen, which can convolute communication. When individuals try to inhibit the negative emotions, their rational and emotional world views compete with each other, which distracts employees and impacts their performance. To be most productive and empathetic with others, people must identify how they are feeling, which validates their emotions. Once they recognize how they are feeling, they can understand how best to move on. And when individuals recognize any negative emotions they may have, they will be more empathetic to others when they are struggling in the same areas.

To create this type of environment and encourage empathy, leaders and team members should focus on the following behaviors:

- Concern for emotional safety.
- Concern for emotional needs being met.
- Concern for physical safety.
- Concern for physical needs being met.
- Opportunity for fulfillment.
- Kindness toward self and others.
- Fostering happiness and satisfaction toward self and others.
- Curiosity and the desire to understand others.
- Good listening skills.
- Good inquiry skills.
- Good personal boundaries
- Positive self-esteem
- Coaching and mentoring to help people achieve personal and work goals.
- Good awareness and understanding of personal feelings.
- Good self-awareness through understanding personal feelings.

Workplaces that value empathy are more successful with team cohesiveness and problem-solving than workplaces that disregard empathy as an essential element for success. Empathy is a learned skill from childhood, but even if children are raised without the value of empathy, leaders can still teach and promote it in the workplace for greater success.

Taking Calculated Risks¹⁵

By definition, taking a risk is taking a chance that could fail, resulting in mistakes that lead to loss or injury, so it's understandable why some leaders fear risk. But by not engaging in any type of risk, organizations become stagnant, making them less competitive in the marketplace and less attractive to top employees. As scary as it may be, risk is a core principle that needs to be met in order for organizations to be successful. When leaders are intentional with their risk, they're met with change and innovation, a winning combination for success. To successfully handle risk, team cultures benefit from two practices: implementing good initial planning and processes for handling mistakes. Before a risk is initiated, leaders need to first consider how any change will affect their company's human resources, strategies, systems and values. These four business functions must be properly aligned during any change initiative as a change in one function inevitably affects the other three.

The second process, handling mistakes, should not be seen as proof that an initiative doesn't work, but rather as an opportunity for improvement. When a mistake takes place or an initiative doesn't work as planned, rather than reprimand the team and move on to another initiative, leaders should consider the mistake as a step toward success. By doing so, they carefully dissect what went wrong and determine the areas that require improvement. In this way, teams are more responsive to market competition and innovation and are better able to evolve with the ever-changing marketplace. To create this type of environment and encourage appropriate risk, leaders and team members benefit from the following behaviors:

- Hiring correctly and bringing people onto the team who share the same values and work ethic.
- Performance feedback.
- Coaching and mentoring.
- Proficient on-boarding.
- Establishing accountability and commitment at all levels of operation.
- Debriefing completed projects and developing improvement processes.
- Recognizing honest mistakes as learning tools.
- Dissecting mistakes to their root causes and identifying better ways to do things.
- Keeping good records for resolving problems and mistakes so the same solutions can be used again.

No matter the organization, change is inevitable. If change is not met with careful planning and analyzing of mistakes, leaders fail. How leaders assess and implement change is what's important for success. This is important both for empowering employees and for managing risk.



Investing in Team Members¹⁶

Team members and managers on all levels of operation must feel empowered in their positions for high performance cooperation and collaboration to occur. In many cases, however, middle management has gone unnoticed. As a result, middle managers frequently experience more stress than leaders in higher positions. Their stress is likely caused by pressure to perform well from those above and the problems arising from those below. Their placement in the middle often leaves them feeling squeezed from all sides when leadership facilitation and project planning skills are not developed. This level of management, perhaps more than any other level within the organization, requires careful team development training and time to address their stress.

Many organizations offer opportunities for training to upper management, but middle management isn't always offered the same opportunity. So instead of addressing their stress, these leaders repress it and focus on developing their technical skills rather than their people skills. This leads to lower emotional intelligence and diversity in the workplace.

Executives and Directors who develop strategies for middle management leadership development shift the prevailing culture in positive ways. Some results are leadership succession development, improved engagement, diversity awareness and better emotional intelligence among leaders.

CASE STUDIES

1

Hospitality Change Success

Sun Swept Resorts of St. Lucia, Virgin Islands, currently ranks as a 5-star resort, but it took care to bring the luxurious accommodations from a 4-star to a 5-star establishment. Previously, the resort featured 5-star facilities, but because of culture and employee behavior, the St. Lucia resorts suffered from high turnover, diminished customer service and poor relationships among employees.

TIGERS® Team Wheel™ Facilitation Training

The HR Director recognized the need for team training solutions and had offered training opportunities in the past. Unfortunately, these opportunities were ignored and classes unfilled. So the HR Director turned to TIGERS Success Series for the solution. After the HR Director took leadership facilitation and TIGERS Team Wheel™ training, she rolled out the TIGERS Team Wheel™ to specific profit-centered departments. As a result, the employees understood what behaviors build and detract from a stellar team-based work culture, and began requesting training while their department profits were being monitored for return on investment.

After the facilitation, the HR Director filled soft-skill trainings that employees requested. Employees then participated in and created innovative ways to track behavior improvements that resulted in improved profit in their work areas. It became a game for employees with profitable company outcomes. On top of the introduction of the TIGERS Team Wheel™, HR then coached employees who demonstrated poor behavior and eventually let employees go who continued to demonstrate poor behavior. This was the beginning of transforming a toxic work environment into one that was successful and joyful with positive impacts on the company's bottom line and customers.

2

A Transitioning Educator

Tony Lacertosa, a licensed TIGERS Team Wheel and advanced team facilitation techniques facilitator, came to the business world from the educational community. After teaching math and science to challenged K-12 students, he desired to enhance his team leadership skills to guide other science-based communities. As a busy professional who was regularly faced with team behavior issues of trust, interdependence, genuineness, empathy, risk resolution and success, Tony needed flexible training opportunities that he could utilize when he had the time.

When Tony became licensed in the TIGERS Team Wheel and advanced facilitation techniques, he was able to get up to speed quickly with his clients. Since Leadership FUNDamentals is geared toward self-paced learning over time, Tony could work at his own pace and on his own time-line without fear of losing opportunities and could fit it all in to his complex and busy schedule.

Self-guided and on-demand learning methods enables leaders to improve as leaders and work with their own team over a responsible time frame by practicing one technique at a time. This is proven to be more successful than trying to consume and digest complex information all at once.

3

Post-Merger Reorganization

Two air ambulance services were merged under Inland Empire Health Services to consolidate resources and to save operating costs in Spokane, Washington. The new company, Lifeflight, was composed of triage level medical professionals and included helicopter and small fixed wing vehicles, flight crews and dispatch staff. Although, staff was guaranteed that no one would be let go from the previous companies, many senior executives were. This resulted in a breakdown of trust and emergence of anger that caused serious behavior problems in merging the two companies.

After participating in the TIGERS Team Behavior Survey and participation in the TIGERS Group Norm development facilitation, the team invented its own creative process for letting go of hostilities to identify and forge the new culture. Then the survey was used to benchmark the team development process, for insight in hiring new personnel and for measuring the return on training and development, which included patient care initiatives.

Anticipated to be a three year reorganization process, the new company was on its feet achieving goals in eighteen months. What was anticipated as being a difficult process actually became easier as employees named their desired group norms or hub principles of behavior and then championed them through all future initiative achievements. As managers learned facilitation methods, the handoff to staff was sustainable with high levels of excellence, which ultimately resulted in desired company expansion and a more profitable bottom line.



4

Saving Money for A More Profitable Bottom Line

Costco wholesale underwent company-wide leadership training in its post merger reorganization with Price Club. Supported at the CEO level, other managers considered leadership training to be both inconvenient and time consuming.

As improved leadership behavior improved team dynamics, both through survey validation and through employee statements, cost savings began to surface. Expecting cost savings in human resource related areas such as absenteeism, over time and scheduling, the most valuable cost savings were seen in risk management.

The company was self-insured. Accidents that resulted in OSHA reporting and workman's compensation, were reduced. Group norm development that guided employee behavior toward cooperation and respect diminished competitive behavior that put some employees in harm's way. The savings were substantial resulting in greater profit as less was paid out both in insurance coverage as well as employee costs and OSHA reports.

SUMMARY: CREATING A WINNING 6 PRINCIPLED WORK CULTURE

A winning work culture is one of the most desirable – and essential – foundation for business leaders to achieve long-term, sustainable success. Economies can struggle and the marketplace can change quickly, but business leaders who understand culture and build a positive one with high levels of cooperation among employees and collaboration between departments build a committed workforce and scalable business.

Their workforces are more willing to take well-reasoned risks and make changes that are championed by everyone. These companies are more likely to thrive in the face of adversity rather than become untrustworthy and unreliable when adversity strikes.

The TIGERS six principles are anchored by common sense, visible and measurable behavior. They forge a work culture behavior hub required for scalable success. Based on business, education and psychology group dynamic research and four years of independent validation, the six TIGERS principles measurably improve work culture and make an organization's vision, mission and values more achievable. The six principles are Trust, Interdependence, Genuineness, Empathy, Risk Resolution and Success.



Group Behavior Norms

Trust
Interdependence
Genuineness
Empathy
Risk
Success

TIGERS

The 6 TIGERS principles form measurable group behavior norms that impact every level of organizational structure.

Mending Cultural Splits

Companies are comprised of four levels of culture, which influence how readily the organization's vision, mission and values work together to achieve business success. When how work is really done and how employees are really viewed and treated waffles between departments or in leadership behavior, the work culture becomes fractured. Frequently it becomes toxic resulting in a high turnover of talented employees and an actively disengaged workforce.

To build collaboration between departments for the benefit of the organization and cooperation among employees, leaders must take great care to ensure that the culture is consistent from the desired behavioral core to their written values, mission and vision. It is also important for team members to work as a cohesive group to compete against outside forces, rather than one another, whether the organization is team-based or not.

Leaders can correct culture split by assessing their current workforce behavior profile, identifying problem areas and adjusting their core business functions, policies and rewards to recognize employees who work together cooperatively.

Committed Responsibility

External forces that are outside of leaders' control, such as an unexpected tragedy or recession, can hit at any time. The best leaders, however, emerge stronger because they focus on situations that they can control. When their actions are consistent with trust, interdependence, genuineness, empathy, risk resolution and success, employees view outcomes as fair, predictable and transparent. The result produces inventive workforce solutions that employees will be accountable for rather than simply downsizing in ways that take everyone by surprise.

Investing In High Functioning Group Dynamics

Collaborative and cooperative workplace cultures do not emerge by accident. The job of creating these types of cultures typically falls on the CEO, Business Owner or Executive Team. It requires commitment and accountability by leaders and attention to tracking and measuring behavioral group dynamics over time. When key financial indicators are also tracked, it is possible for leaders to see how their workforce development activities contribute to favorable returns on investment.



To be successful, all leaders from supervisors to the executive team must be committed and accountable for the goal. This includes participating in leadership facilitation methods and planning that is group centered for maximum results.

That is why the TIGERS Workforce Behavior Profile™, TIGERS Team Wheel™ Group Norms Facilitation, TIGERS Leadership Facilitation Methods and Cross Functional Group Development Problem Solving Workshops helps your leaders build and scale your change success over a responsible time frame. Our two decades of change management and group and leadership development work has proven that collaboration and cooperation must be driven both from the top down and from the bottom up. This results in employees who champion change and, therefore, make change stick in a shorter time frame than the three to five years most successful change efforts experience. Collectively engaging employees to understand the behaviors that build strong teams and behaviors that cause predictable problems helps you develop written group norms for rolling out projects or transforming your work culture. It helps you hire for work culture fit, to acquire the leadership strengths that take your organization forward and to track and measure desired behaviors through your coaching and workforce development mechanisms.



About the TIGERS® Team Wheel™ Group Facilitation and Team Building Activities

The TIGERS Team Wheel™ team development and group norms exercise is an instrumental, hands-on team building activity and leadership-training tool for newly forming teams and for more mature team transformation. Meeting all standards and best practices of instructional training design, the exercise and facilitation strategies cuts short the stage of team growth called “storming” that is often plagued by group member confusion, misunderstandings and conflict.

The TIGERS Team Wheel™ opens lines of communication among group members to discuss achievable goals of:

- Encouraging wiser team decision-making.
- Improving employee morale and engagement.
- Improving talent retention.
- Building employee accountability for achieving goals and team success.
- Building employee commitment for beneficial team behavior.
- Revealing leadership skill sets.
- Removing chaos from team work.
- Creating a sense of belonging and commitment to the organization.
- Resolving team behavior conflict.

The TIGERS Team Wheel™ exercise and leadership facilitation methods cuts to the root behavior issues facing teams, and along the way creates a culture of respect that builds loyalty, commitment, collaboration and human resource stability for organizations. The exercise is compatible with other training and development tools such as leadership style surveys and conflict resolution resources that organizations currently use. We train individuals on line or will bring these resources to you when 5 or more employees are enrolled.

About the TIGERS® On-Demand Leadership Self-Study Program

The 6 Principles That Build High Performance Teams On-Demand Leadership Program (Leadership Fundamentals) helps leaders improve employee accountability, engagement and improved business success through the application of six common-sense principles that improve collaboration and cooperation in the workplace. It also coaches leaders in how to incorporate engaging behaviors into their own suit of leadership skills.

When trust, interdependence, genuineness, empathy, risk and success are unleashed within employee relationships, business goals and leadership roles, a powerful force is created. It is a workplace in which the employees' desire to make a difference is present. It results in a work environment where employees care as much about the success of the organization as the business owner or executive team does.

You
receive:

1. Eight short introductory training overview videos.
2. Eight 20–30 minute audio trainings.
3. Handouts with coaching questions for each component.
4. Leadership self-assessments.
5. A training work room that is available 24/7 through a unique password.
6. Repeated access to the training room for one year for review on an as-needed basis.
7. A copy of the course book **TIGERS Among Us – Winning Business Team Cultures and Why They Thrive.**

TIGERS

Advanced Facilitation Methods

Available after TIGERS Team Wheel™ training is accomplished, TIGERS Advanced Facilitation Methods offers two programs. The first teaches managers and HR Executives four additional facilitation methods to achieve high performance group dynamic results. Designed for department leaders, it raises the bar on producing committed and accountable group performance outcomes.

The second hands-on workshop, 6 Principles Problem Solving Teams, trains leaders to build cross-functional teams for complex organizational problem solving and change management initiatives. There is a reason why 65% of change efforts fail. There is no reason why you would ever need to experience failure in your change management and complex problem solving initiatives when your leaders are trained to plan and execute change management successfully. We bring both programs to you when five or more of your leaders are enrolled in these two-day workshops.



About the TIGERS Team Behavior Profile™

The six TIGERS principles are research-based and validated through Gonzaga University, Boeing and the Washington Education Association. Based on group dynamic research in Business, Education and Psychology, the six principles are proven to produce a cooperative, engaged workforce with positive team relationships. The TIGERS Team Behavioral Profile™ provides the intelligence you need to build and improve teams and your work culture. For over two decades, this survey has served committed leaders who desire to build and maintain collaborative, innovative, and scalable work cultures and who want to track the return on their workforce development efforts over time.

The team survey offers three opportunities for you to assess your culture and track your progress. Think of a survey as a bucket. Inside each bucket are three surveys: a benchmark survey for targeted development and two comparison surveys to track your progress and to illuminate your next steps. Correlate the information you gather and the interventions you deliver with company financial reports to calculate your return on workforce development investment. Benefits include:

- 1. Four years of independent validation and reliability studies and a 25-year track record.**
- 2. Comparable results. You receive one benchmark survey and two comparison surveys for each group.**
- 3. On-line access.**
- 4. A Comprehensive system-approach when your leaders are trained to deploy TIGERS facilitation methods over and over.**

The Survey is intuitive to set up and for administering surveys to your group members. You can choose to do this yourself or with our help. Enter your team members and their email addresses through a spreadsheet. Craft your invitation to team members to participate in the survey. Cut and paste your message from notepad or a similar program and enrich your message with a convenient word editor. Press send and your message is instantly delivered to your group members with their own unique survey link. Track who completes the survey and send reminders with one keystroke. View results once 50 percent or more completed surveys are returned. Print your report when 75 percent or more surveys are completed.



About TIGERS® Success Series

For over two decades, TIGERS® Success Series and TIGERS® Founder, Dianne Crampton, have helped organizations such as Costco, AT&T, Lifeflight and Boeing achieve a workplace culture of employee cooperation with sustainable success. Through innovative leadership team building events and team building activities, TIGERS has given these companies and other organizations the resources to not only thrive, but to be among the elite, preferred employers. TIGERS now trains HR Executives with change management and workforce development initiatives, managers and executive teams with organizational development goals in the use of TIGERS proprietary resources.

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