

ANN RHOADES

"CULTURE OF INTEGRITY"



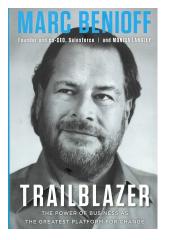


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"A CULTURE ROOTED IN VALUES CREATES VALUE."

- Marc Benioff, Founder and CEO, Salesforce.







Global Research about Organizational Culture

GALLUP®

High-Performing Workplace Cultures Need Engaged Employees 85%

of adults worldwide are not engaged or are actively disengaged.

Source: <u>State of the Global Workplace</u>, p 34 Gallup, May 14, 2019

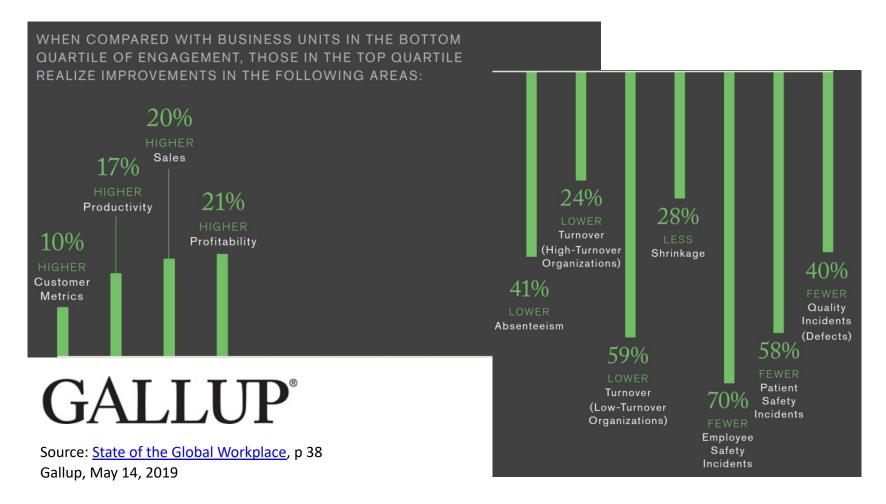
80.3-105.1

Gallup estimates that 80.3-105.1 billion euros are lost each year due to disengaged German workers.

Source: <u>State of the Global Workplace</u>, p 93 Gallup, May 14, 2019



Competitive Advantage of Engaging Employees





Thriving cultures with great employee experiences are:

6x

more likely to have promoters on the Net Promoter Scale

8x

more likely to have high incidence of great work

13x

more likely to have highly engaged employees



less likely to have layoffs



more likely to have increased in revenue



less likely to have employees experiencing moderate-to-severe burnout



more likely to have employees innovating

Source: 2020 OCTanner Global Culture Report, p. 36

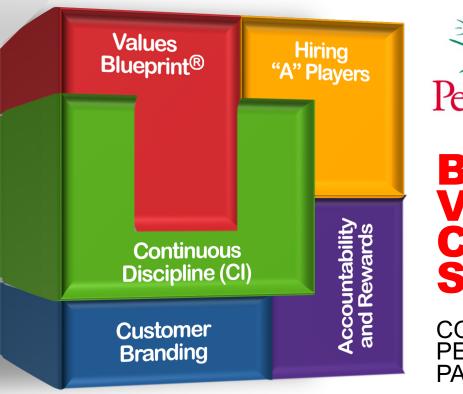


Understanding the Culture-to-Cash Correlation

O Grant Thornton	Non-financial outcome	КРІ		
RETURN CULTURE	Employee engagement/ retention		Low turnover rate	
Source: 2019 <u>Return on Culture</u> Report, pp. 10-11	Effective collaboration	\gg	Cross-company teamwork	
	Customer satisfaction	\gg	Repeat business	

Our findings on increased retention show that the average S&P 500 company would see a savings of \$156M in turnover costs annually if employees were to describe its culture as healthy.¹

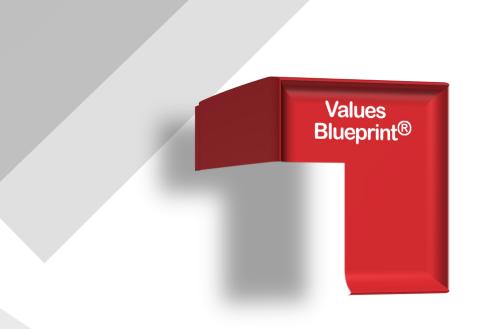








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BUILT ON VALUES® CULTURE SYSTEM

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- Integrity
- Ethical Behavior
- Open & Respectful Workplace
- Accountability & Responsibility
- Clear Communication
- Meaningful Collaboration





Peopleink



JETBLUE VALUES BLUEPRINT

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We exceed expectations.

- Actively listen and engage.
- Set achievable expectations and over deliver.
- Lead with enthusiasm, humility and honesty.
- Act in the best interest of G5 clients.



We invest in each other and our community as active participants in enhancing the world around us.

- Share knowledge and expertise.
- · Lead at work and in the community.
 - Actively seek opportunities to help others.
 - · Choose to be grateful, kind and optimistic.

CHANGE THE GAME

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DO THE RIGHT THING

We challenge the status quo by thinking differently, stepping up, and taking action.

- Drive creative and scalable solutions.
- Disrupt and remove inefficiencies.
- · Embrace change with agility and humor.
 - · Fail fast, Learn faster,
 - Innovate.

We always act with sincerity, integrity and courage.

- Be collaborative and transparent.
- Take personal responsibility.
- Show respect for others.
- Demonstrate unwavering honesty.
 - Do what you say.



We accomplish and celebrate amazing results in everything we do.

- · Balance work, family, community, and self.
- Celebrate successes together. Have fun at work.



Achieve exceptional results.



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JO

THRIVE

CULTURE DRIVES

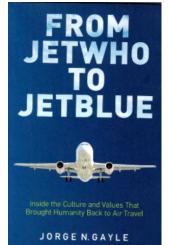
LEADERS

DRIVE **BEHAVIORS**

DRIVE CULTURE

DRIVE **PERFORMANCE**

"AS A LEADER, IT'S NOT THE MAJOR THINGS YOU DO THAT WILL CREATE FOLLOWERS; SMALL ACTIONS TAKEN DAILY WILL BUILD TRUST AND A SENSE OF CARING THAT WILL MAKE OTHERS WANT TO FOLLOW YOU AND WORK FOR YOU FOR THE REST OF THEIR LIVES."







"CULTURE IS THE COLLECTION OF **BEHAVIORS** OF AN ORGANIZATION."

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Establish a Values Blueprint® Team

Leads the Values Blueprint process Works on behalf of all employees

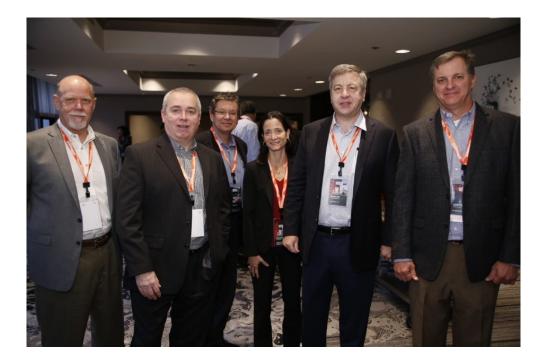
Creates the Values Blueprint





Values Blueprint® Team Selection Guidelines

- □ "A" Players
- □ All Levels
- Varied Tenure
- Departmental and Geographic Diversity
- Credibility
- Beyond Employees



Create Your Values Blueprint®

- Review the Culture Assessment and FUTURE STATE
- Review, refine and define Values
- Develop a definition for each Value
- Develop 3-5 Behaviors for each Value
- Finalize and Communicate the Values Blueprint



Launch a Values Committee

Assess Plan Implement Communicate Evaluate Improve



"VALUES SHOULD BECOME THE **DNA** OF OUR ORGANIZATION & DEFINE THE **EMPLOYEE EXPERIENCE.**

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Changing Workforce







(born 1981-1996)

NOW BECOMING LEADERS WHO EXPECT CHANGE

- 64% WANT TO MAKE THE WORLD A BETTER PLACE
- **79%** DESIRE A COACH OR MENTOR AS BOSS
- 88% SEEK COLLABORATIVE WORK CULTURE
- 86% WANT WORK-LIFE INTEGRATION VS. WORK-LIFE BALANCE
- **74%** PREFER FLEXIBLE WORK SCHEDULES





- MORE PRACTICAL
- MORE VOCAL-RE: INJUSTICE & INEQUALITY
- HIGHLY CONNECTED TECHNOLOGICALLY
- MORE LIKELY TO BE MISUNDERSTOOD
- SOCIAL CONNECTIONS

Born after 1996



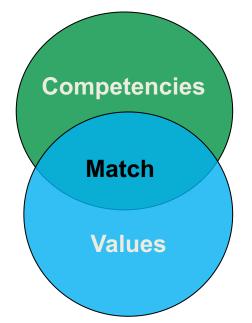
- WANT TO FEEL CONNECTED
- MORE MOTIVATED, MORE OPTIMISTIC
- STRONG ADVOCATES FOR GREAT WORKPLACE CULTURE



Competencies (Abilities)

Values

(Likes/Dislikes)



Peopleink

IT IS A CANDIDATE'S MARKET

"COMPELLING EMPLOYMENT VALUE PROPOSITION"

- COMPETITIVE COMPENSATION
- BENEFITS
- CAREER DEVELOPMENT OPPORTUNITIES
- STELLER REPUTATION
- MEANINGFUL WORK
- PROXIMITY TO HOME
- VARIETY OF WORK OPTIONS/PLACES
- CARING "COMMUNITY"





RETENTION

TOP 5 ACTIONS EMPLOYERS ARE TAKING

% OF EMPLOYERS

- BROADER EMPHASIS ON DIVERSITY, EQUITY & INCLUSION 70%
- INCREASING WORKFORCE FLEX 61%
- INCREASING GEOGRAPHIC RECRUITING **58%**
- GREATER FOCUS ON EDUCATION 53%
- PARTNERSHIP WITH LIVES 50%



WILLIS TOWERS WATSON SURVEY - 2021



SALESFORCE

WORK OPTIONS IN-OFFICE (1-3 DAYS PER WEEK) FULL TIME REMOTE FULLY OFFICE BASED



- REMOVING HURDLES THAT MAKE IT MORE DIFFICULT TO BE AT OFFICE
- SET OF OPTIONS









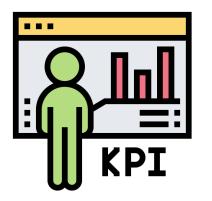


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Incorporate Values into Performance Management

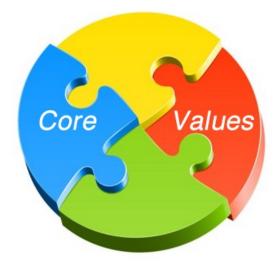


Performance Expectations (Goals and KPIs)

• WHAT you accomplished

Values and Behaviors

• HOW it was accomplished



. . . ASSESS EMPLOYEES BY IDENTIFYING THEIR VALUE, NOT THEIR PERFORMANCE SCORE



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Juniper Replaces Performance Scores with Talent Scenarios to Assess Employee Contributions to the Enterprise

Juniper's Talent Scenarios and Strategies (Excerpt)

Scenarios	Contribution	Connections Capability		Career	Compensation		
Key Talent High Potential		ides broad guidance to managers about how to assess, develop, and ising Talent Scenarios as a reference point rather than a performance					
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New to Role Preforming with Concern	expert in function b may not	highly			pport equ	mpetitive uity (if gible)	
Extenuating Circumstances	aspire to "bigger" r		role to devel	op car	wth and reer		
Not Scaling Underperforming	_		level	for next pla	n		
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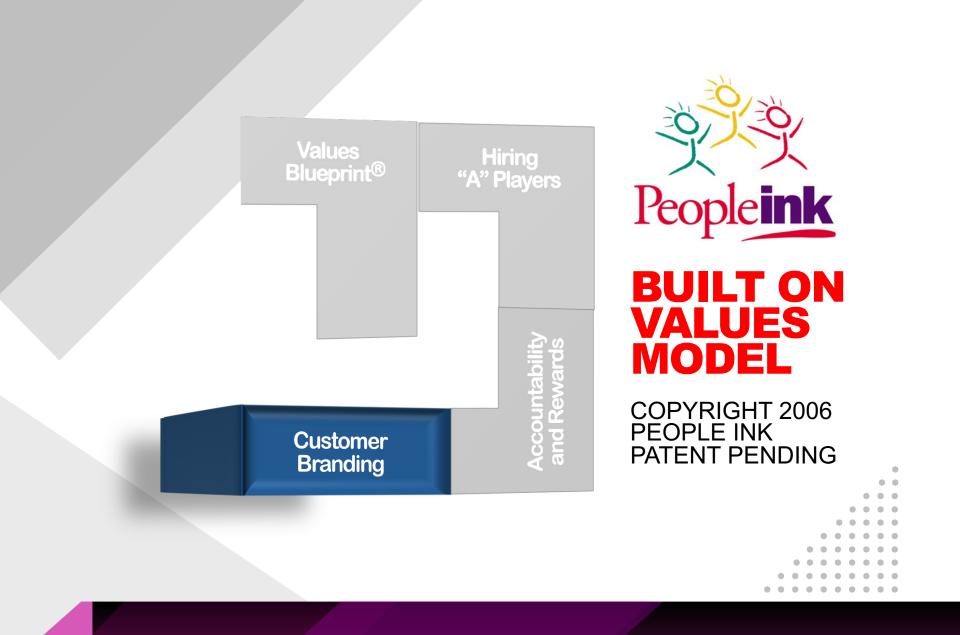
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INDIVIDUALIZED TREATMENT

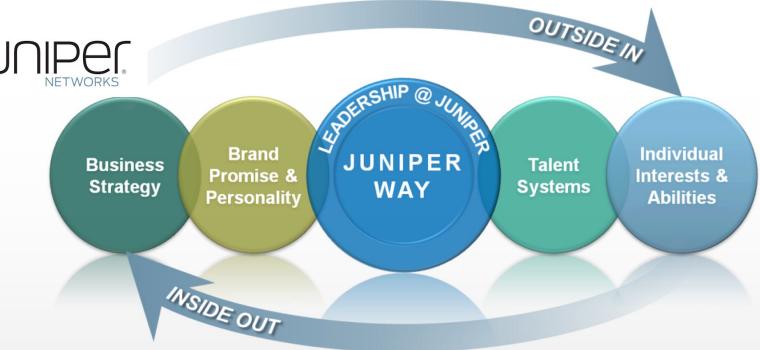


TREAT FAIRLY NOT EQUALLY



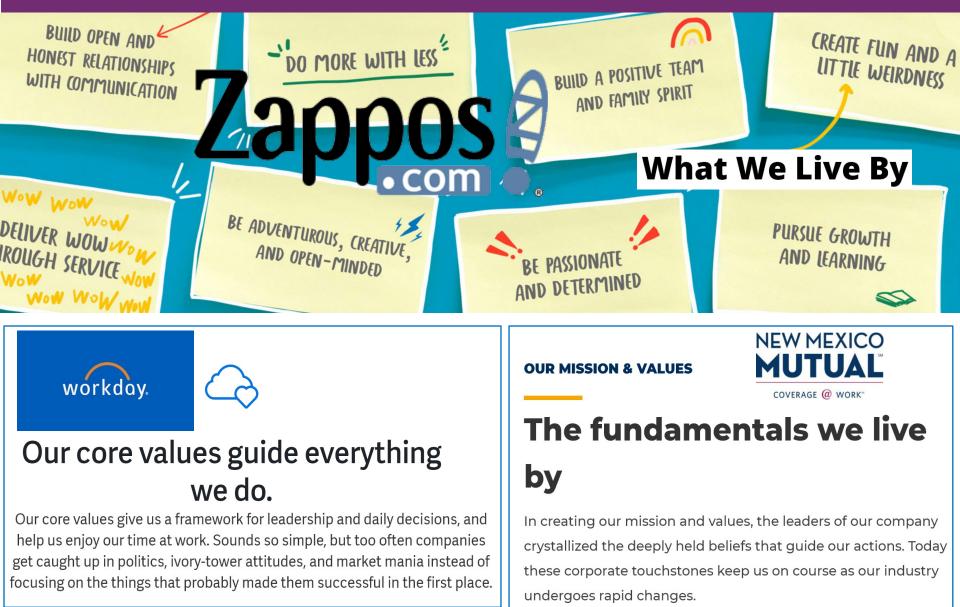


Integrated Brand Strategy



Who we are on the outside... is who we are on the inside

Customer Values Branding Examples



Employment Values Branding Examples



We are guided by our values

Our mission is to make life better for children, and we do that by adhering to four values: selfless service, passionate advocacy, unwavering integrity and our commitment to excellence. Our values are central to everything we do.



REDFIN

Redfin has built a counter-cultural culture, one where software engineers are humble not entitled, where top-producing agents are service-driven not just sales-driven, where the two halves of our business can work together as one. Service is fundamental to our everyonesweeps-the-floors ethos. Our executives serve our employees, our employees serve our customers.

THE RIGHT BEANS ...AND VALUES

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PLACES

2020

NEW MEXICO

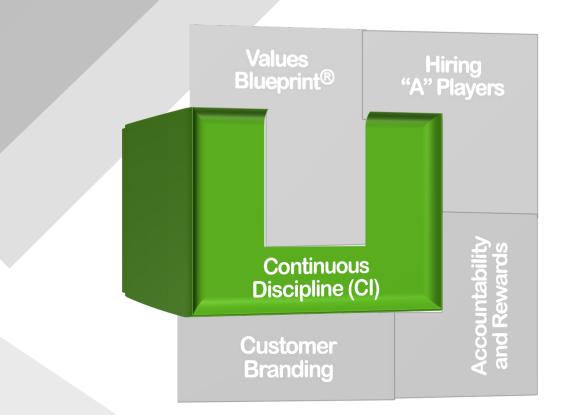
MUTUAL

COVERAGE @ WORK"

Albuquerque Journal

WE LIVE OUR VALUES.

We want to know your values. We look for people who value integrity, quality, respect, safety and building relationships. By hiring people who share our values, and who will hold one another accountable to those values, we strengthen the fabric of a culture that has united us for almost a century.





BUILT ON VALUES MODEL

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Develop a Culture Dashboard

- Include Culture Metrics with Key Performance Metrics
 - Employee Experience metric
 - Customer Experience metric
- Update Dashboard metrics on a regular basis
- Make the Dashboard visible to all employees
- Link team and individual performance to the Dashboard

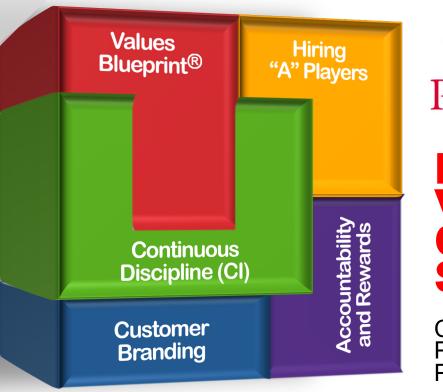






JETBLUE 101 BUSINESS OF THE AIRLINE

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BUILT ON VALUES® CULTURE SYSTEM

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"IF YOU ARE CRAZY ENOUGH TO DO WHAT YOU LOVE FOR A LIVING, THEN YOU'RE BOUND TO CREATE A LIFE THAT MATTERS."

HERB KELLEHER,







CELLENCE DAPTABILITY HONESTY 'ERSITY HIPS

Foreword by STEPHEN R. COVEY author of The 7 Habits of Highly Effective People Builton VALUES creating an enviable culture that outperforms the competition Ann Rhoades with Nancy Shepherdson

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