BUILDING CULTURE

& DEVELOPING EFFECTIVE LEADERSHIP TEAMS

DEFINING CULTURE

The shared root beliefs and core values that guide the organization’s behaviors and shape how leaders and members act.

DETERMINING CULTURE

Culture is most easily determined by the answers to the questions of: What, How, and Who

- What do we do?
- How do we do it?
- Who do we serve?

  ...and who do we not serve?

WHAT IS CULTURE?

Culture is NOT:

- Methodology of programs and services
- Policies and procedures
- Events and activities

WHAT IS CULTURE?

Culture IS:

- Mission, Vision, and Core Values
- Beliefs and attitudes of your organization
- How leaders and members behave
- How leaders view and treat members

LEADER–MEMBER RELATIONSHIP

Leaders can view their relationship with the organization's members from one of a variety of perspectives.

Members can be seen as:

- People served by the organization – "customers"
- People that serve the organization – "employees"
- Obstacles inhibiting the organization – "nuisances"

DECIDING CULTURE

- Mission: **how** we do, **what** we do, and **who** we serve
- Vision: **why** we do what we do, and **why** we serve who we serve
- Core Values: **how** the organization behaves
- Root Beliefs: **why** you exist, and **what** you believe

CULTURAL ALIGNMENT

When the leadership team is aligned to the MVCVRB:

- Individual leaders can be entrusted to make decisions on behalf of the team (within their areas of responsibility), and have the autonomy to “make things happen”.
- Leaders can then report back to the group when progress has been made on activities within their area of responsibility, rather than discussing the fine details of each action with the entire

 Efficiency and momentum of decision making

ESTABLISHING CULTURE

Well-defined Mission, Vision, Core Values, and Root Beliefs (MVCVRB):

- Bring clarity to organizational beliefs
- Set the tone for attitudes and behaviors
- Guide day-to-day decision-making

CULTURE IN ACTION

A well-defined culture ensures the “how” (mission) matches the “why” (vision) of the organization.

- Policies and procedures reflect and reinforce culture by defining and standardizing the behaviors and actions of the organization.
- All program and service decisions are made through the lens of the MVCVRB.
- The culture dictates how leaders behave toward each other and toward members, in such a way as to set the example for others by living out the mission.

❖ Success = member behaviors exemplify alignment with culture

DEVELOPING EFFECTIVE LEADERSHIP TEAMS

DISCOVERING LEADERS

For leaders to be highly effective within your organization, they must be rooted in the MVCVRB.

- Some people are innately aligned with your MVCVRB and can quickly assimilate to the leadership team.
- In other cases, leaders must be cultivated from your members over time, as they get accustomed to and shaped by the organization's culture.

❖ It's ok to spend time developing future leaders before they join the leadership team.

SELECTING LEADERS

Contrary to popular belief, prospective leaders do not have to be a perfect fit for a specific role.

- It is better to select a new leader who is an ideal team player and fits your culture than to select someone who is a “great fit” based solely on skills and competencies.
- You can always find a place on the team for a new leader if they are a great culture fit and are investing in advancing the mission.
- Role-based skills can be learned; it is much harder to teach alignment to MVCVRB, or how to be a servant leader.

HIRING LEADERS

Prospective leaders must align with the MVCVRB, and should exhibit the leadership principles that are important to your organization.

- Hiring process should be defined
- Take your time bringing on new leaders
- Don’t be a victim of situational urgency to fill leader positions

GOING ANOTHER DIRECTION

It’s ok to go another direction.

- Not everyone will be in a season of life where they can be fully dedicated to advancing the organization’s MVCVRB, even if they previously were.
- If prospective/current leaders’ behaviors consistently deviate from the MVCVRB, they should not be hired/should not continue serving on the leadership team.

TRAINING & DEVELOPING LEADERS

The exact methodology, system, curriculum you use to train and develop your leadership team is of marginal consequence. It is most important to simply commit to investing in training and development.

- Training and development have to be an intentional focus point of your leadership team, else it will go by the wayside in favor of “more important” activities.

- Not engaging in training and development robs the leadership team of opportunities for growth and continued improvement.

TRAINING & DEVELOPING LEADERS

Naked Apple Tribe leadership training and cultural development strategies are primarily derived from books authored by Patrick Lencioni (founder of The Table Group – organizational health and leadership consulting firm).

- The Ideal Team Player
- The Five Dysfunctions of a Team
- The 6 Types of Working Genius
- Death by Meeting
- The Advantage

REMIND OFTEN… INSTRUCT LESS

Remind the leadership team of the MVCVRB and LPs when:

- Behaviors are misaligned
- Priorities are conflicting
- The path forward is unclear

LEADERSHIP PRINCIPLES

Leadership principles are the behaviors that enable the root beliefs and core values to flourish throughout the organization.

- Ideal behaviors of the leadership team that address specific needs of the organization, and describe the leadership team's relationship with its members.

- Should be codified, and function as measures of accountability for leader interactions (with members, and amongst themselves).

NAKED APPLE TRIBE LEADERSHIP PRINCIPLES

- Serve Others Well
- Cultivate Trust
- Grow Connection
- Assume Positive Intent
- Truth Withstands Scrutiny
- Ask Why
- Take Ownership
- Disagree and Commit
- Make Decisions Quickly
- Balance Justice and Mercy
- Be a Peacemaker
- Remind Often

BUILDING HEALTHY TEAMS

(from “The Five Dysfunctions of a Team”)

Healthy leadership teams engage in:

- Trust – Leaders are vulnerable with each other
- Conflict – Good, healthy, productive conflict
- Commitment – Everyone is bought-in to the organization’s direction
- Accountability – Leaders courageously hold each other accountable
- Attention to Results – The team has shared objectives

THOUGHTS ON CONFLICT

(from Patrick Lencioni lecture on The Five Dysfunctions of a Team)

Conflict is necessary.

- Without trust among the leadership team, conflict turns into politics.
- Conflict is a good thing; productive conflict occurs when people on the team trust each other and are not holding back.
- Great relationships are built on the ability to disagree well. Arguing is just trying to solve a problem.
- Debating passionately must be non-personal, focused on finding the right answer. When we fail to disagree with people about ideas and issues, it builds up into a conflict centered on them as a person.

BUILDING FUNCTIONAL TEAMS

For leadership teams to be optimally functional:

- Leaders must be behaviorally cohesive.
- There must be organizational clarity.
- Clarity must be communicated to the members.
- Systems must be implemented to reinforce clarity (hiring, firing, rewarding, managing, making decisions, etc.).

GOVERNING BOARD
VS
WORKING BOARD

GOVERNING BOARD

- Oversight for meeting the organization's mission/vision
- Drives the organization forward
- Ensures the organization complies with regulations and operates effectively
- Provides counsel and guidance to the Working Board
- Writes overarching policies and procedures
- Makes leadership personnel decisions (hiring and firing)

WORKING BOARD

- Maintains day-to-day operations
- Implements policies and procedures
- Conducts planning for organizational activities
- Ensures the organization has resources needed to support the programs and services
- Oversee the team of local leaders and volunteers

NAKED APPLE SITE BOARD

Each member of the NA Working Board serves in an official capacity according to the responsibilities of their role, but also represents and advocates for the interests of a specific facet of the organization.

- Director – Organization
- Co-Director – Leadership Team
- Treasurer – Financial Wellbeing
- Member Coordinator (“Tribe Mama”) – Parents/Students/Families
- Lead Teacher – Teachers and Teaching Assistants

BONUS MATERIAL

LEADER DANGER ZONES

Danger Zones are things that keep leaders from being healthy and fruitful over the long-haul, and eventually lead to burnout.

- Sacrificing yourself on the altar of “service”
- Isolating yourself from feedback
- Ignoring failing health indicators – physical, mental, and emotional
- Assuming negative intentions of others

SYMPTOMS OF BURNOUT

- You feel like “the well has run dry”
  - chronic fatigue, decreased productivity, inability to focus
- Your ability to love others well has been compromised
  - irritability, detachment, loss of enthusiasm
- You break promises you made to yourself
  - rest, time with family, deliver on other commitments, etc.

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