

GOVERNMENT LEADERSHIP SOLUTIONS



ROI of Culture

The Money is in the Art of Engagement

The ROI of Culture: *The Money is in the Art of Engagement*



When you think about what it's like to work in government, *what comes to mind?*

Do you think, "Gosh, *this is going to be fun! Exciting! And Energizing?*"

Or do visions of red tape and boredom dance in your head?

Maybe you think government is outdated, stodgy and old—musty smelling like a library whose books haven't been read for decades.

If this is what you thought, you wouldn't be alone.

However, this is important because state and local governments need to attract employees. Fifty-one (51%) of state and local governments are hiring¹ and the need to attract and hire employees is about to get worse as 60–65% of local government is set to retire in next 5 years.

The obvious workforce to replace departing employees are Millennials; yet, Millennials aren't interested. Disappointingly, the number of Millennials entering state and local government fell by 7% in a 2015 study by Deloitte Consulting.²

Some think of a government job as a place where people go to die... in body and in spirit; and, Millennials want to work where they will be able to engage, thrive and grow.

More than any other generation, Millennials want to use their skills to benefit a cause. They want to make a difference.³

But what if told you, there's a new way to think about working in government.

What if I shared a story with you about one local government organization that's making a difference and an impact? What if I told you about a place where employees want to work, where engagement blossoms and where people are finding meaning and purpose in their government job?

¹ State and Local Government Workforce: 2018 Data and 10 Year Trends.
<https://slge.org/assets/uploads/2018/07/SLGE2018Workforce.pdf>

² Deloitte Consulting. <https://www2.deloitte.com/insights/us/en/industry/public-sector/millennials-in-government-federal-workforce.html>

³ Forbes.com <https://www.forbes.com/sites/theyec/2017/06/09/why-millennials-want-more-than-just-work-the-importance-of-your-double-bottom-line/#b4675e657840>

Well, that place DOES actually exist! And our team went deep inside and conducted a study to uncover exactly *what* creates engagement in a government organization, *how* it truly makes a tangible change in government organizations, and *why* it leads to monetary gains. The following is a summary of our findings.

What We Did

ABOUT THE ORGANIZATION

The target of our Study is a county government organization in the southwest region of the US. This government office serves all of the departments to support the county such as the: Airport, Animal Control, Environmental Health, Housing, Judicial Court, Library, Medical Examiner, Parks and more. The county government is run by elected officials as well has individuals who have been hired for their role.

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Cooperation is so much better than it was. We are in the second phase now and creating action plans and there's been positive spin off.

—County Manager

A HEAVY HISTORY

Government organizations, in general, have a reputation for being slow, stodgy and full of political drama. For most government organizations, the best and brightest job candidates are typically not attracted to working in government, and that was true of this organization, as well.

In addition, the organization has a history of scandal and unethical business practices, which happened long ago, but still color the hearts and minds of the leaders. Leaders and employees at all levels wanted to shed the long-standing reputation of government organizations and erase the story of scandal that lived in the minds of the organization and the community they served.

A new County Manager was brought in to lead the organization four years prior, and brought with him fresh energy, new perspective and a welcome spirit of hope to the organization. He and his leadership team had done great work in transforming the organization and were ready to take on the challenge of further transformation of the organization's future.

THE RIGHT PARTNER FOR SUCCESS

Because of the County Manager's inspiration of change and leadership, Dr. Maria Church, an expert in transforming government cultures, was brought to the organization to assist and facilitate deeper organizational change. In the first phase of this transformation, Dr. Church partnered with the County Manager and his leadership team in the first critical step of engaging the hearts and minds of employees and reshape the future by establishing the organization as an Employer of Choice.

How We Did It

OVERVIEW AND PURPOSE OF PHASE I

Beginning in February 2017, Dr. Maria Church partnered together with thirty (30) leaders over the course of twelve (12) months. During that time, Dr. Church

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We gained a connection to the heart—people are happier, and morale is better and it's nice that we all feel that.

facilitated both large group and small group discussions and practical applications designed specifically to enhance the culture. Phase I concluded in March 2018.

The purpose of the work in Phase I, was to engage and retain employees and re-write history to establish the organization as an Employer of Choice.

THE APPROACH

To ensure the culture work was grounded in data and solid evidence of change and impact, the work began with an Employee Engagement survey administered by Dr. Church to all of the employees. Using the engagement survey to establish baseline measures, Dr. Church led a one-day retreat of all thirty (30) participants, followed by team development sessions and small group sessions for an additional eleven (11) months. These large and small group sessions were structured to generate honest discussion and practical application. The sessions covered topics such as *Develop Why Statement to Align with Why, POV, Statement to Support Purpose, Non-Negotiable Values* and more.

CULTURE WORK DELIVERABLES

The first outcomes of Phase I of the culture work concluded with two (2) primary deliverables:

1. A Culture Map
2. Six Goals to align with the organizational goals

The purpose of the Culture Map (Figure 1) was to pinpoint the Why, POV and Values of the Organization as they move into their future creating a new story of their impact and value to the community, rooted in a greater sense of purpose and mission. More importantly, the Culture Map is the organization's North Star as they rewrite the history of their organization. Not only is there value in the clarity that comes from the Culture Map, but the unique process of its creation is transformational for the organization as a whole.

Specifically, the organization design process was iterative. The thirty leaders took the concepts and ideas discussed in large and small group discussions back to their direct report teams to engage them in the process of creating the culture map. Feedback from the direct report teams was brought to the large group over the course of the eleven months. The result was the Culture Map as a framework for the organization overall.

In addition to the Culture Map, the leadership team identified six (6) goals that could be implemented in Phase II, to bring the Culture Map to life and align who they say they are and who they want to be.

In this way, every voice could be heard through the engagement of the entire process.

“ I think we've renewed hope that we can get to a culture that we are all proud of and that more people want to be a part of and hope.



Figure 1. Culture Map.

Results

In addition to the outputs of a guiding Culture Map, and defined, specific goals to bring the map to life, the process of this work had a remarkable impact on the organization. Through this process of involving all employees in the process, *the employees became engaged!*

Data captured at the end of Phase I illustrates the overall impact Phase I of the culture work had on the employees and the organization, including financial impact.

WHAT HAPPENED FOR LEADERS

The design of Phase I required that leaders come together in large and small groups. In the past, some of these leaders had rarely met. But by coming together, one of the biggest gains for leaders was that fifty-percent (50%) of them reported that they got to know each other better. Not only did leaders get to know each other, but they also engaged... emotionally and practically. Thirty-three percent (33%) reported that they connected to the heart, improved communication and gained a greater sense of teamwork (Table 1).

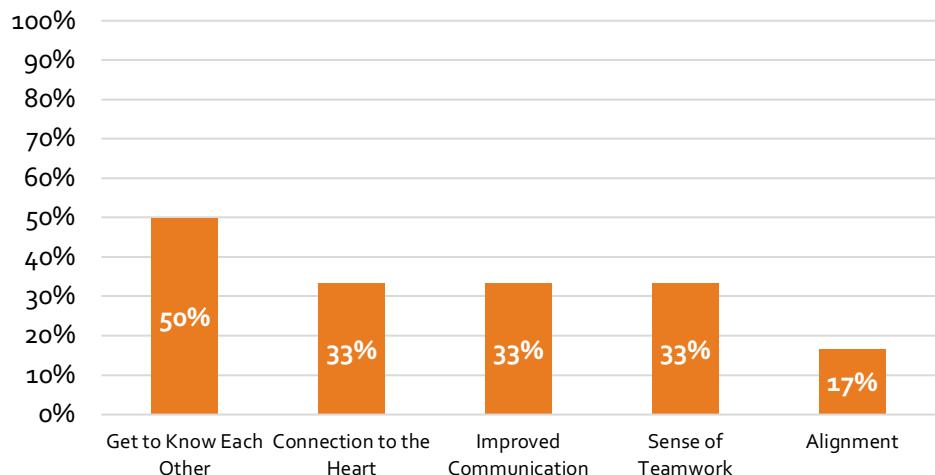


Table 1. Leaders' Initial Gains from Phase I of the Culture Work.

HOW EMPLOYEE ENGAGEMENT SHIFTED

This shift cascaded through the organization and was felt by employees throughout. The employee engagement survey, administered at the start, was again administered 12 months later and overall, improvements in the culture were reflected in sixteen (16) engagement items.

Specifically, there was an improvement of .53 points on the item, *“At work, my opinions seem to count.”* which reflected the intentional work of the entire Phase I process.

HOW ENGAGEMENT CAME TO LIFE AND MONEY

While the data illustrates the improvement in connection and engagement on both an emotional and practical level, the ripple is best shared in the transformation that occurred throughout. For example, one team who was responsible for handling community requests changed their customer service process. In the past, when a citizen needed support from the county, they would call and their phone would ring to one desk. If that person was unable to answer the call, the caller would be directed to voicemail. It could take hours for that call to be returned and in the process, the citizen's feeling towards the county would drop.

But due to the engaging process of Phase I, as well as the Why statement and Values outlined in the Culture Map, the team responsible for handling customer service calls decided to change their approach.

When a citizen called, the team set up the phone system so that *every phone* would ring. Imagine the musical cascade of sound this created for the department!

Now, instead of the caller going into voice mail, their call was immediately received by someone on the team and their issues were resolved immediately!

“ *People feel they are having an impact—give me your opinion on the new slogan and they give their input and we do. They feel valued.*

The ripple effect of this one change, resulted in improved productivity of the team. Calls were handled faster. Decisions were made sooner. More work orders were processed. Citizens were happier, and the end result was a savings in \$55,445.23 due to the improvement in efficiency.

RETENTION, REPUTATION AND ROI

The impact didn't stop with that one team. Multiple teams throughout the organization found new ways to engage with each other and improve the way they serve the community. Turnover rates decreased. The Organization's reputation in the community improved.

Hard data showed turnover rates at 16.21% now reduced to 11.01%, with a resulting savings of \$368,555, and half of which was assigned to the culture work with Dr. Church.

Reputation also improved. At the start, GlassDoor ratings were 1.2% and by the end of Phase I were up to 3.5.

| AREA | IMPROVEMENT | VALUE |
|---|---|--------------|
| Productivity of team. | We are more efficient in our customer call center and we have implemented call-in systems so that every call rings all 5 phones so that the call gets picked up. It no longer goes into voice mail and we can answer the issue faster and handle more work orders and save time. We saved \$110,890.45 in two projects over the last 2 years; 50% was due to our culture work. | \$55,445.23 |
| Employee retention. Employee engagement. | Turnover rate is going down. We started at 16.21% and the most recent 11.01%. That's a savings of \$368,555 and 50% due to the culture work with Dr. Church. Employee satisfaction is going up. We started at a 1.2% on GlassDoor and now are 3.5 rating GlassDoor. If you look at our country people satisfaction is going up. <i>“How satisfied are you with your job?”</i> Let people feel they are having an impact—give me your opinion on the new slogan and they give their input and we do. They feel valued. | \$184,277.50 |

Table 2. Team member's list of monetary value impacts as a result of their gains from the Culture Project.

Finally, when all of the costs of this investment were taken into consideration, Phase I of the project resulted in 313% ROI. For every dollar this organization invested in their work with Dr. Church, they received \$3.13 in return after all costs of their investment with Dr. Church were taken into consideration (Table 3).

| IMPROVEMENT | VALUE |
|-----------------------------|---------------------|
| Productivity of Work Orders | \$55,445.23 |
| Employee Retention | \$184,277.50 |
| TOTAL MONETARY GAINS | \$239,722.72 |
| COSTS | \$58,000 |
| ROI | 313% |

Table 3. Costs and ROI of the County's investment in the Culture Work.

RENEWED HOPE

This county is well on their way to reshaping their future, both by improving their reputation in the community they serve and by illustrating why any potential employees, including Millennials, should be interested and seriously consider coming to work in this organization.

This county's dedication to serving their community to enrich lives beyond expectation and the way this county brings that mission to life by engaging the hearts and minds of their employees, illustrate why this organization will be a forerunner in becoming a destination employer for all employees, especially Millennials.

When our voice matters, we feel we make a difference.

“ I've seen **renewed enthusiasm** in employee involvement.
People are **grabbing onto a goal** and are excited! **”**

About Dr. Maria Church

Dr. Maria Church, CEO of Government Leadership Solutions, and author of *Love-Based Leadership: The Model for Leading with Strength, Grace, and Authenticity*, the upcoming book *A Course in Leadership: 21 Spiritual Lessons on Power, Love, and Influence*, and co-author of best-selling book, *Answering the Call*, has started a movement to revolutionize the workplace with a shift from fear to love.



Dr. Church and Government Leadership Solutions specialize in organizational culture, change agility, strategic off-site facilitation, and leadership development with over 25 years working with Fortune 500, local governments, non-profits, and academia. Maria holds a doctorate of management degree in organizational leadership and currently teaches for several universities.

She has been featured on radio shows, television interviews, and in magazines. Maria writes a weekly newspaper column on leadership and hosts an online leadership series, *Dr. Maria TV*. Splitting her time between Scottsdale and the canyons of Southern Arizona, Maria continues to work with high-performing local governments and is working on her next book about exemplary corporate and local government cultures.

About Lisa Ann Edwards, Researcher

Lisa Ann Edwards, winner of the 2019 Leading Global Coaches Award, founder of *MyExcelia.com* and leading expert in the field of coaching, possesses a unique skill-set — cultivating excellence in others while delivering tangible results. Her specialized ability to provide measurable return on investment for clients has demonstrated upwards of 251% ROI, and lifted employee engagement nearly 20%.

Lisa is the globally acknowledged pioneer and thought leader on *Coaching with ROI*, a methodology she developed specifically for coaches to deliver measurable and tangible results in a traditionally unmeasured space, elevating the perception, impact, and importance of coaching worldwide.

A featured speaker at 150+ universities and professional associations around the world, she has trained more coaches how to measure, evaluate, and demonstrate the monetary impact of coaching than any other and has authored, co-authored or contributed to over 15 publications, translated into more than 4 languages. As a globally respected collaborator, author, speaker, and educator of more than 10,000 coaches globally, Lisa has developed *MyExcelia.com*, an automated platform to measure and communicate the ROI of coaching. Lisa's current pro bono work includes evaluating the impact of the International Coaching Federation Foundation's coaching work in collaboration with the United Nations.



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