

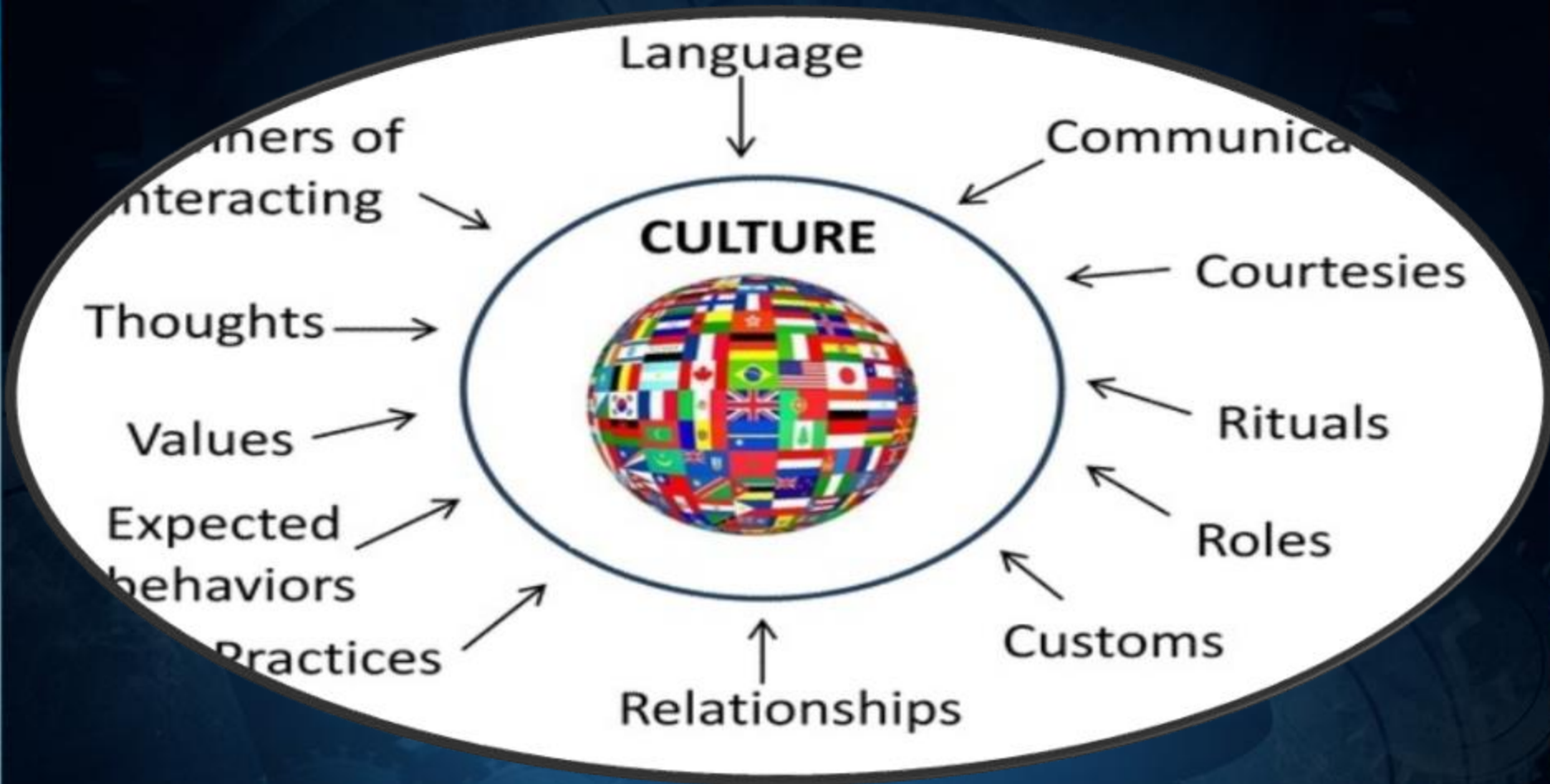
The background of the slide features a dynamic, low-angle shot looking up at a bright blue sky. Numerous US dollar bills, including \$100 and \$50 bills, are shown falling from the top of the frame towards the bottom. The bills are in various orientations, some partially folded or curled, creating a sense of motion and abundance. The lighting is bright, suggesting a sunny day.

CULTURE and CASH

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The Leadership Doctor®

What is
Culture?



- The way we deal with customers.
- The way we behave and treat each other.
- The way leaders and managers in the organization motivate.
- The way we reward and develop people.
- The way we make decisions about spending and investing.

FUNCTIONS OF CULTURE

Boundary-
Defining
Role

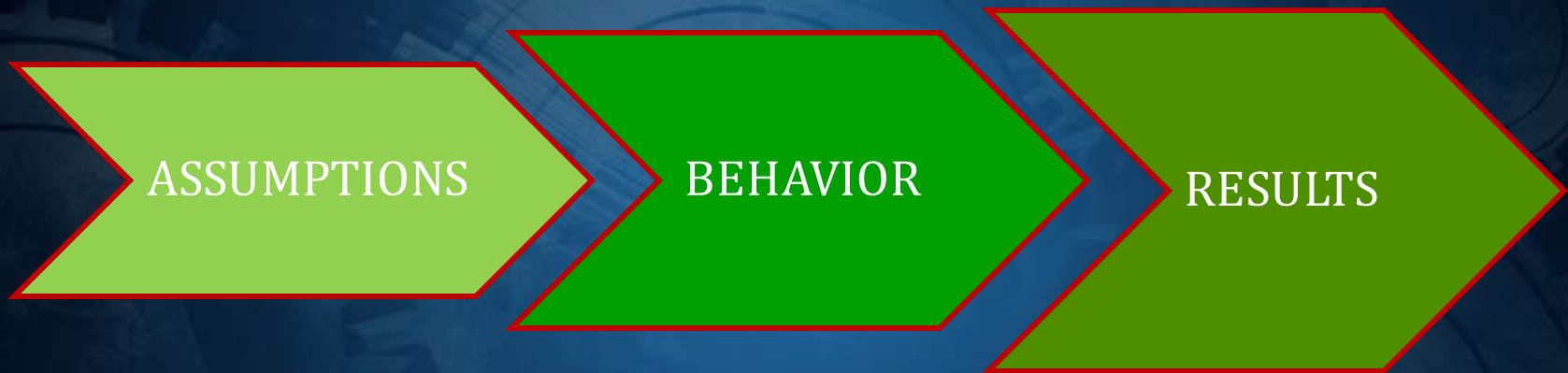
Conveys of
Sense of
Identity

Facilitates
Commitment

Stabilizes the
Social
System

Control
Mechanism

WHY CULTURE MATTERS?



- ASSUMPTIONS AND BELIEFS DRIVE BEHAVIOR
- COLLECTIVE BEHAVIOR DETERMINES RESULTS
- RESULTS MEASURE PERFORMANCE AND INDICATE IF STRATEGIC GOALS HAVE BEEN ACHIEVED



A conceptual diagram with a dark blue background featuring faint, overlapping gear patterns. In the center, the words "ORGANIZATIONAL CULTURE" are written in a large, bold, red serif font with a thin black outline. Three large, 3D-style arrows point towards this central text. The top arrow is green and points downwards, containing the word "LEADERSHIP" in blue. The bottom-left arrow is light purple and points upwards and to the right, containing the words "INDUSTRY CHANGES" in blue. The bottom-right arrow is light blue and points upwards and to the left, containing the word "INDIVIDUALS" in blue.

LEADERSHIP

**ORGANIZATIONAL
CULTURE**

INDUSTRY CHANGES

INDIVIDUALS

HUMAN BEHAVIOR



A diagram of a human head profile in dark blue, facing right. Inside the head is a circular arrangement of six colored segments, each containing text. The segments are: Personality (orange, top), Emotions & Passion (light blue, top-right), Beliefs & Values (red, bottom-right), Perceptions & Attitudes (green, bottom), Abilities & Skills (purple, bottom-left), and Desires & Motivation (green, top-left). A white circle with a blue gradient is in the center of these segments. The background is dark blue with faint gear patterns.

PERSONALITY

EMOTIONS
& PASSION

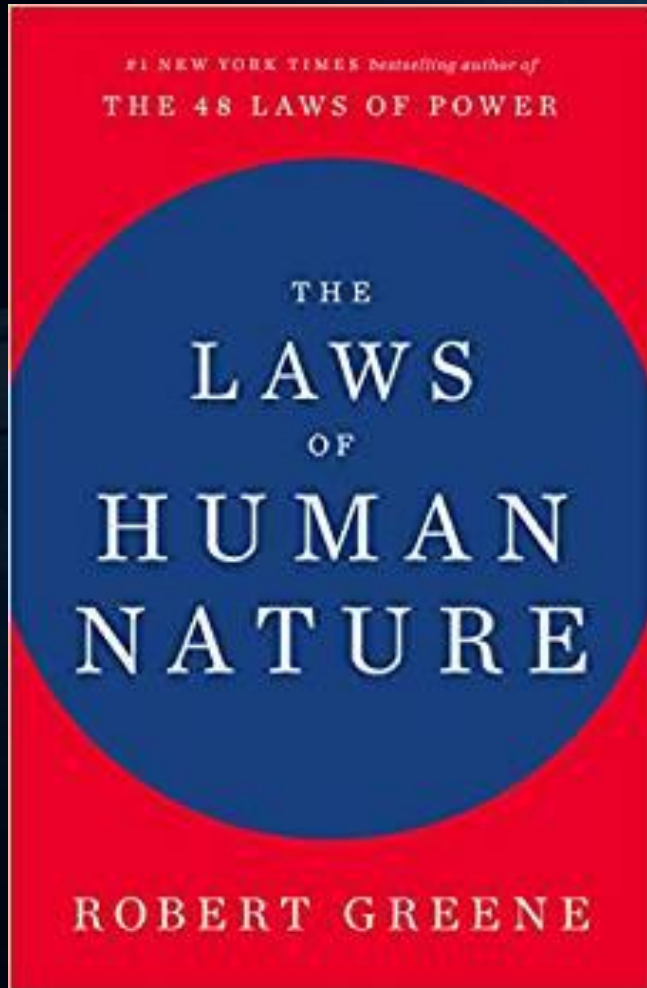
BELIEFS
& VALUES

PERCEPTIONS
& ATTITUDES

ABILITIES
& SKILLS

DESIRES &
MOTIVATION

INDIVIDUAL DIFFERENCES

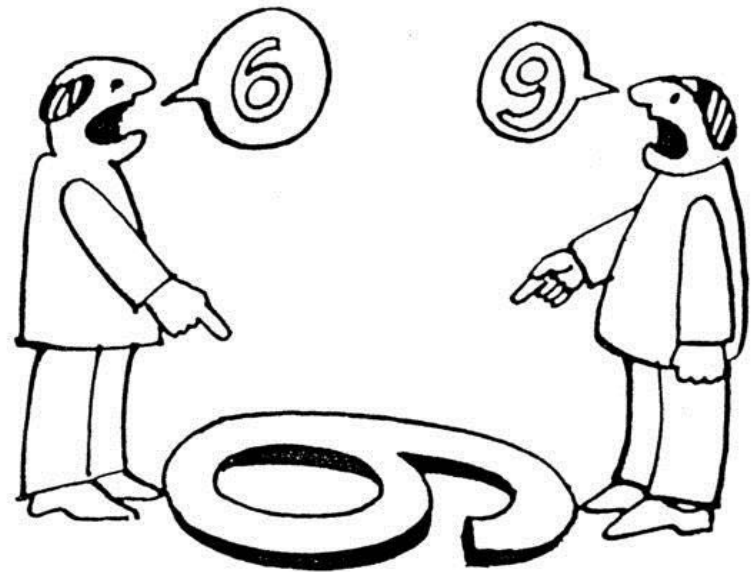
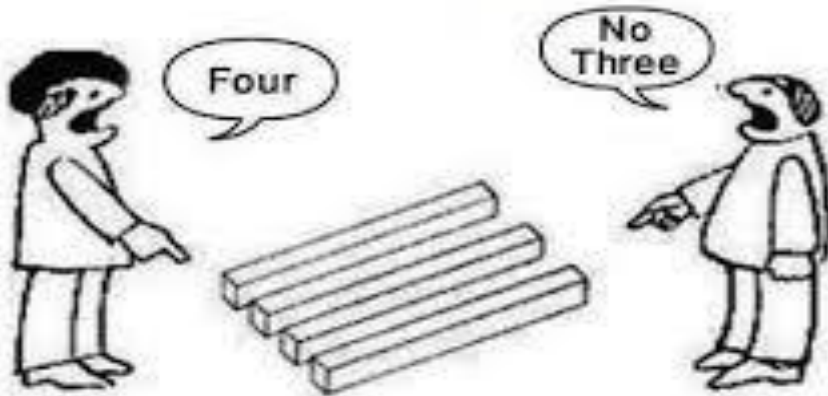


- IRRATIONAL & EMOTIONAL
- NARCISSISTIC & SELF-ABSORBED
- MASKED/ FAKE
- COMPULSIVE & LACKING GOOD CHARACTER
- COVETOUS & ENVIOUS
- SHORTSIGHTED
- DEFENSIVE
- NEGATIVE
- CONTRADICTORY
- RIGID
- AIMLESS
- CONFORMING
- FICKLE
- HOSTILE
- ENTITLED

"This book is an attempt to gather together this immense storehouse of knowledge and ideas from different branches, to piece together an accurate and instructive guide to human nature, basing itself on the evidence, not on particular viewpoints or moral judgments. It is a brutally realistic appraisal of our species, dissecting who we are so we can operate with more awareness."

PERCEPTION IS REALITY

It is really confusing!!!



<https://www.youtube.com/watch?v=00bN6UCjjD8>

PERCEPTUAL GAPS

Types of Recognition	Frequency with Which Supervisors Say They Give Various Types of Recognition for Good Performance	Frequency with Which Subordinates Say Supervisors Give Various Types of Recognition for Good Performance
Gives privileges	52%	14%
Gives more responsibility	48	10
Gives a pat on the back	82	13
Gives sincere and thorough praise	80	14
Trains for better jobs	64	9
Gives more interesting work	51	3

ENVIRONMENTAL FORCES

- Technology
- Speed of Change
- Psychological Contract
- Human Resources
- Globalism
- Cultural Diversity



VUCA

Volatile

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

Uncertain

The environment requires you to take action without certainty

Complex

The environment is dynamic, with many interdependencies

Ambiguous

The environment is unfamiliar, outside of your expertise

from **FRAGILE**... *to* **AGILE**



FRAGILE



AGILE

**DOWNSIZING
RIGHT SIZING
SMART SIZING
RESTRUCTURING
REDESIGNING**

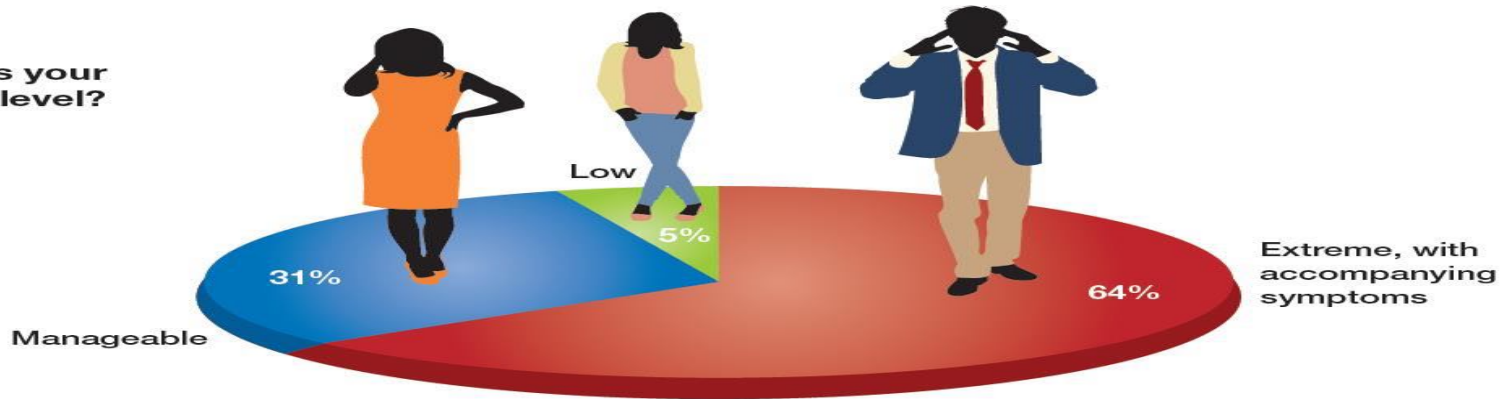


STRESS AT WORK

OB POLL

Many Employees Feel Extreme Stress

What is your stress level?



Area

Causes Most Stress

Financial worries

64%

Work

60%

Family responsibilities

47%

Health concerns

46%

Source: J. Hudson, "High Stress Has Employees Seeking Both Wellness and Employee Assistance Help," ComPsych Corporation press release, November 12, 2014, www.compsych.com.

SOURCES OF STRESS

Potential sources

VUCA

Environmental factors

- Economic uncertainty
- Political uncertainty
- Technological change

Organizational factors

- Task demands
- Role demands
- Interpersonal demands

Personal factors

- Family problems
- Economic problems

Individual differences

- Perception
- Job experience
- Social support
- Personality traits

Experienced stress

Cultural differences

Consequences

Physiological symptoms

- Immediate effects
- Illness
- Chronic health conditions

Psychological symptoms

- Anxiety
- Lower emotional well-being
- Lower job satisfaction

Behavioral symptoms

- Lower job performance
- Higher absenteeism
- Higher turnover

UNDEREMPLOYMENT

Stressors

Individual Level

- Role conflict
- Role overload
- Role ambiguity
- Responsibility for people
- Harassment
- Pace of change

Group Level

- Managerial behavior
- Lack of cohesiveness
- Intragroup conflict
- Status incongruence

Organizational Level

- Culture
- Technology
- Management styles
- Organizational design
- Politics
- Culture

Nonwork

- Elder and child care
- Economy
- Lack of mobility
- Volunteer work
- Quality of life

ORGANIZATIONAL IMPACT

Outcomes

Behavioral

- Satisfaction
- Performance
- Absenteeism
- Turnover
- Accidents
- Substance abuse
- Health care claims

Cognitive

- Poor decision making
- Lack of concentration
- Forgetfulness
- Frustration
- Apathy

Physiological

- Increased blood pressure
- Immune system
- High cholesterol
- Coronary heart disease
- Gastrointestinal system

Cognitive
Appraisal

Stress

\$200-\$300
BILLION

Problem-
focused
coping
Emotion-
focused
coping

Moderators Individual Differences

- Heredity, age, sex, diet, social support, Type A personality traits

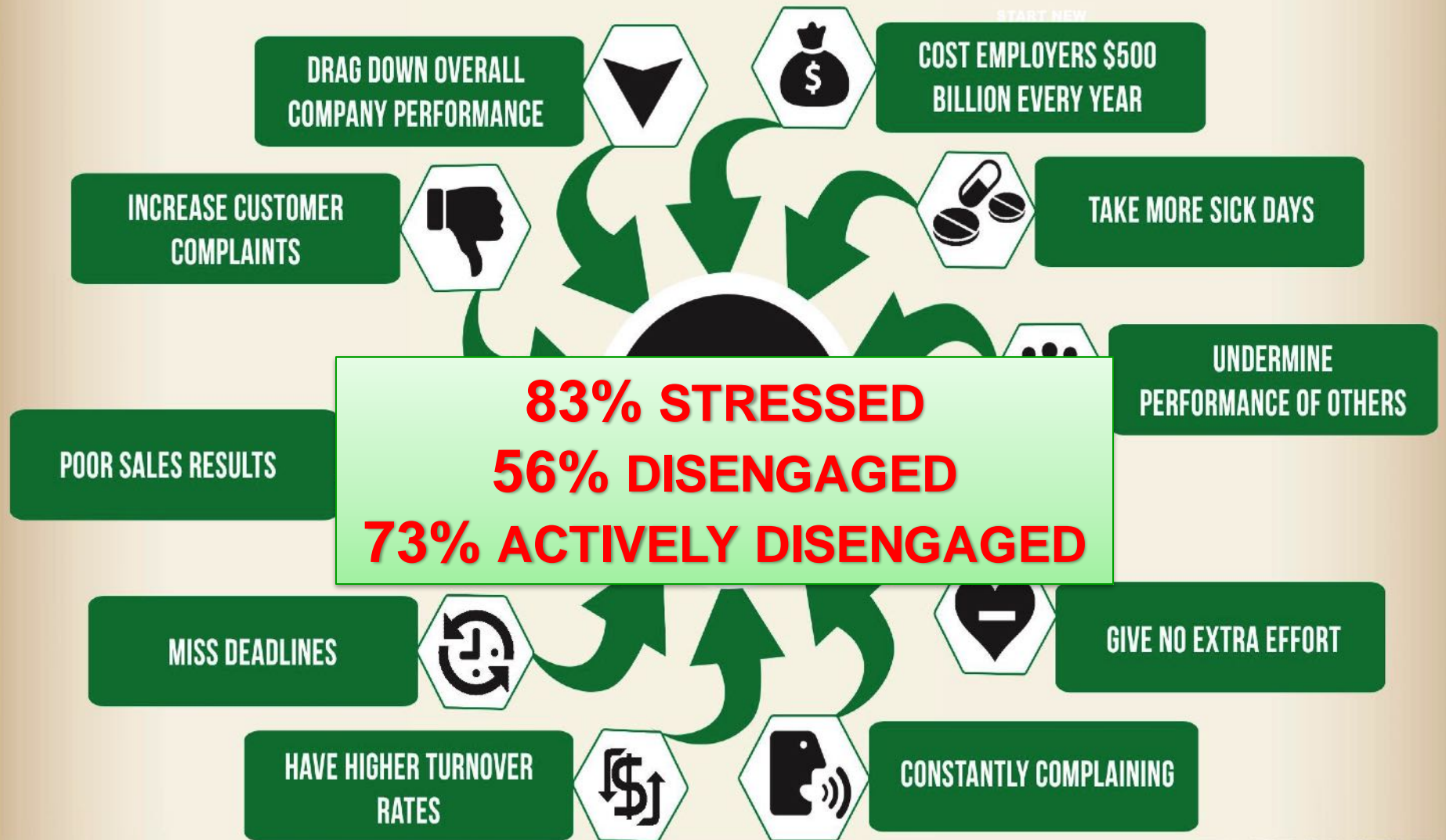
\$CASH\$

ORGANIZATIONAL IMPACT



- Top sources of workplace stress: Heavy workload/looming deadlines (33%), Unrealistic expectations of managers (22%), Attaining work-life balance (22%), Coworker conflicts (15%). ([Accountemps](#))
- Disengaged employees cost organizations between \$450 and \$550 billion annually. ([The Engagement Institute](#))
- 57% of employees who said they were very stressed at work felt less productive and disengaged. (Source: [Tower Watson](#))
- Work overload decreases productivity by 68% (Source: [Cornerstone](#))
- More than 80% of workers are either actively looking for a new job or are open to one ([Ajilon](#))

THE HIGH COST OF DISENGAGED EMPLOYEES



EMPLOYEE MISBEHAVIOR

Arson	Fraud \$600 BILLION	Sabotage
Blackmail	Incivility	Sexual harassment
Bribery	Intimidation	Spying on co-workers
Bullying \$16 MILLION TURNOVER \$8 MILLION LOST PRODUCTIVITY	Kickbacks	Substance abuse \$119 BILLION
Cheating	Lying	Theft \$15 BILLION
Discrimination	Misinformation	Threats
Dishonesty	Privacy violations	Withholding information (concealment)
Espionage	Revenge	Withholding job effort

DISENGAGEMENT SYMPTOMS

LACK OF ZEST/ ENERGY

- Lack of Participation in Meetings AND Ambition Around Projects
- *Results in:* NO New Ideas, Energy for Projects, Creativity, or Innovation.

DISCONNECT FROM CULTURE

- NO Participation in Company Functions AND NO Effort to Create or Cultivate Friendships at Work.
- *Results in:* Low Commitment & Team Collaboration AND Threatens Culture.

LACK OF FEEDBACK

- Lack of Meaningful contributions in Meetings/ Projects AND Productive Feedback.
- *Results in:* Missed Opportunities for Improvement AND a Culture of Negativity.

ORGANIZATIONAL IMPACT



EMPLOYEE ENGAGEMENT

AN EMPLOYEE'S INTELLECTUAL (HEAD)
AND EMOTIONAL (HEART) CONNECTION
WITH AN EMPLOYER, DEMONSTRATED BY
MOTIVATION AND COMMITMENT (HANDS)
TO POSITIVELY IMPACT THE COMPANY
VISION AND GOALS.

EMPLOYEE ENGAGEMENT BENEFITS



MORE STATISTICS

- Organizations with high employee engagement outperform those with low employee engagement by 202%. ([Business2Community](#))
- Highly engaged business teams result in 21% greater profitability. ([Gallup](#))
- Employee engagement programs can increase profits by \$2400 per employee per year. ([Workplace Research Foundation](#))
- Companies with engaged employees see 233% greater customer loyalty and a 26% greater annual increase in revenue. ([Aberdeen](#))
- 80% of employees felt more engaged when their work was consistent with the core values and mission of their organization. ([IBM](#))
- Employees who use their strengths, skills, and abilities every day are six times more likely to be engaged at work, 8% more productive, and 15% less likely to leave their jobs. ([Gallup](#))
- 83% of employees with opportunities to take on new challenges say they're more likely to stay with the organization. ([ReportLinker](#))
- Nearly 60% of Americans would take a job they love over a job they hate, even if the preferred position paid half the amount of salary they would earn at the job they dislike ([Lexington Law](#))



HOW TO IMPROVE?

THE HIGH COST OF POOR LEADERSHIP

Poor Leadership Accounts for...

1/2 Trillion
dollars lost
productivity
every year

75%
of employees
saying the worst
part of the job is
their boss

60%
of employees
suffering from
damaged self
esteem

83% stressed at work

23% with a higher risk of heart attack

22 months to shake off
stress and anxiety caused
by a bad boss

\$360 Billion dollars
a year in health care, costs because
of poor leadership. Employees don't
quit their job, they quit their boss

50% of employees
looking for another
job in the next year

70% disengaged –
not reaching full potential

1/3 willing to forgo a
significant pay raise to see their boss fired

40% higher employee
turnover rate costing 2 X annual salary



What we have learned: Five elements drive engagement



Meaningful work	Hands-on management	Positive work environment	Growth opportunity	Trust in leadership
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job	Mission and purpose
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility	Continuous investment in people
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning	Transparency and honesty
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture	Inspiration

A focus on simplicity



THANK YOU!

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