



CULTURE: A GAME CHANGER

October 13, 2018

WELCOME AND INTRODUCTION

L&C OVERVIEW

- We are a diverse senior team
- We are located in Toronto and Montréal
- We work extensively across North America, and have experience in South America, Mexico, Europe and Asia



WHO WE ARE: A STRATEGIC ADVISORY CONSULTANCY

The agility that drives outstanding performance requires alignment across three cornerstones



OUR CLIENTS

Aimia
 Athena Global Advisors
 Avon
 Baker Concrete
 Brain Canada Foundation
 BSH (Bosch Siemens Appliances)
 Toromont
 CAMSO
 Carbon LEO
 CEA (Canadian Electricity Association)
 CGI
 Cirque du Soleil
 CRSI
 CN Railways
 Cree Nation Department of Commerce and Industry
 Cummings Center
 Desautels School of Management
 PCI
 Desjardins Insurance
 Duke Power
 The Euclid Group
 Global Forest Partners LP
 Green Mountain Energy



OUR CLIENTS



Groupe Dynamite
 Groupe Germain
 Hewitt
 Infosys
 Inocucor
 IntelGenX
 Khanawake
 Kellogg's
 McGill University
 McKesson
 Mondou
 National Bank
 National Research Council
 NB Power
 NECSA
 Rogers
 Serta Simmons Bedding (US/Canada)
 Superior Plus
 Toon Boom Animations
 Tennessee Concrete Association
 Transcontinental
 Triasima
 Turtle Island Institute
 Yamana Gold



Toon Boom
 Bring Your Stories To Life



Énergie NB Power



IntelGen_x
 Corp.



inocucor[™]

MCKESSON
 Canada



McGill
 School of Continuing Studies École d'éducation permanente



Kellogg's



NATIONAL BANK



National Research Council Canada



TRIASIMA



Serta Simmons Bedding



Superior Plus
 Energy Services

YAMANAGOLD

Issues to cover today:

- Define “culture”—and how it can influence your credit union’s performance
- How culture can be measured
- What to do with that measurement once it's been taken
- How the culture of your own board will influence that of your credit union: “It starts with us”
- What will you do differently, and what impact will this action likely have?

Your sector is changing

- As trust in institutions declines, credit unions offer a compelling value proposition
- Your asset base is growing at about twice the rate of the “big banks”: ~9 percent vs. ~ 4.3 percent (since 2014)
- The number of credit unions is declining (from 350 in 2014 to 265 this year)
- Average assets per institution has grown by more than 50 percent, from \$514MM to \$880MM
- As organizations change, their people may face challenges

Culture Fundamentals

THE IMPORTANCE OF ALIGNING CULTURE WITH STRATEGY

Culture is the single most important factor in organizational success or failure: culture is what drives strategy. If an organization's culture doesn't align with and support strategy, your strategy will fail.

What does it mean to align culture with strategy? It means you *thread culture through everything you do—every policy, procedure, system, benefit, perk, even your office set-up.* All of it should be intentional and consistent with the culture.

	Average Increase for 12 Firms WITH Performance-Enhancing Cultures	Average Increase for 20 Firms WITHOUT Performance-Enhancing Cultures
Revenue Growth	682%	166%
Employment Growth	282%	36%
Stock Price Growth	901%	74%
Net Income Growth	756%	1%

Source: Dr. Laura Hamill, Ph.D; Culture Architect; Corporate Culture and Performance, Kotter and Heskett

From a study carried out by Knightsbridge, the ICD and the Clarkson Institute in 2011

- *Many Canadian boards have not implemented formal processes to ensure effective oversight of culture and employee engagement on an ongoing basis.*
- *In most cases (71%), management shares the results of employee engagement surveys with their boards.*
- *But only 58% of boards actually discuss these results and provide feedback to the management team.*
- *Only 49% of boards spend any time with employees to understand the organization's culture.*

- *There is widespread desire for boards to actively monitor cultural issues, but many still lack the formal processes to do so effectively.*
- *84% of directors expressed confidence that their boards would openly voice concerns relating to culture*
- *But without measurement tools and line of sight boards may only learn of issues after damage has been done.*
- *It is important for boards to ensure appropriate cultural oversight, as cultural challenges can have important strategic repercussions.*
- *As one director of several large public boards states, “Directors need to ask if they’ve identified all the key [cultural] risks. We have a strong influence over culture—after all, we hire the CEO.”*

The way things are done around here



**The way we say
we get things done**

**Goals, vision, mission, espoused
values, structures, policies,
processes, procedures,
services/products,
behaviours**

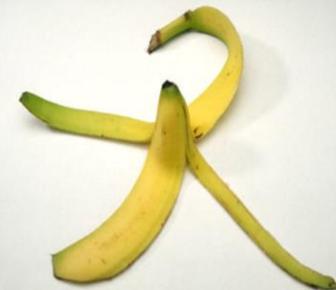
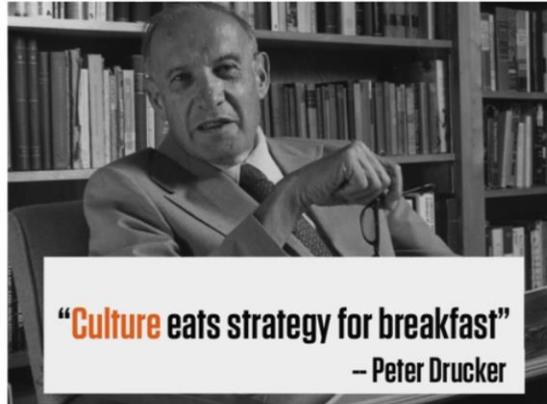
**The way we really
get things done**

**Ideas,
historic patterns,
lived values, attitudes,
unconscious beliefs, assumptions,
perceptions, feelings, fears,
personality styles, leadership
styles, stories, myths, group norms**

HOW CULTURE MANIFESTS



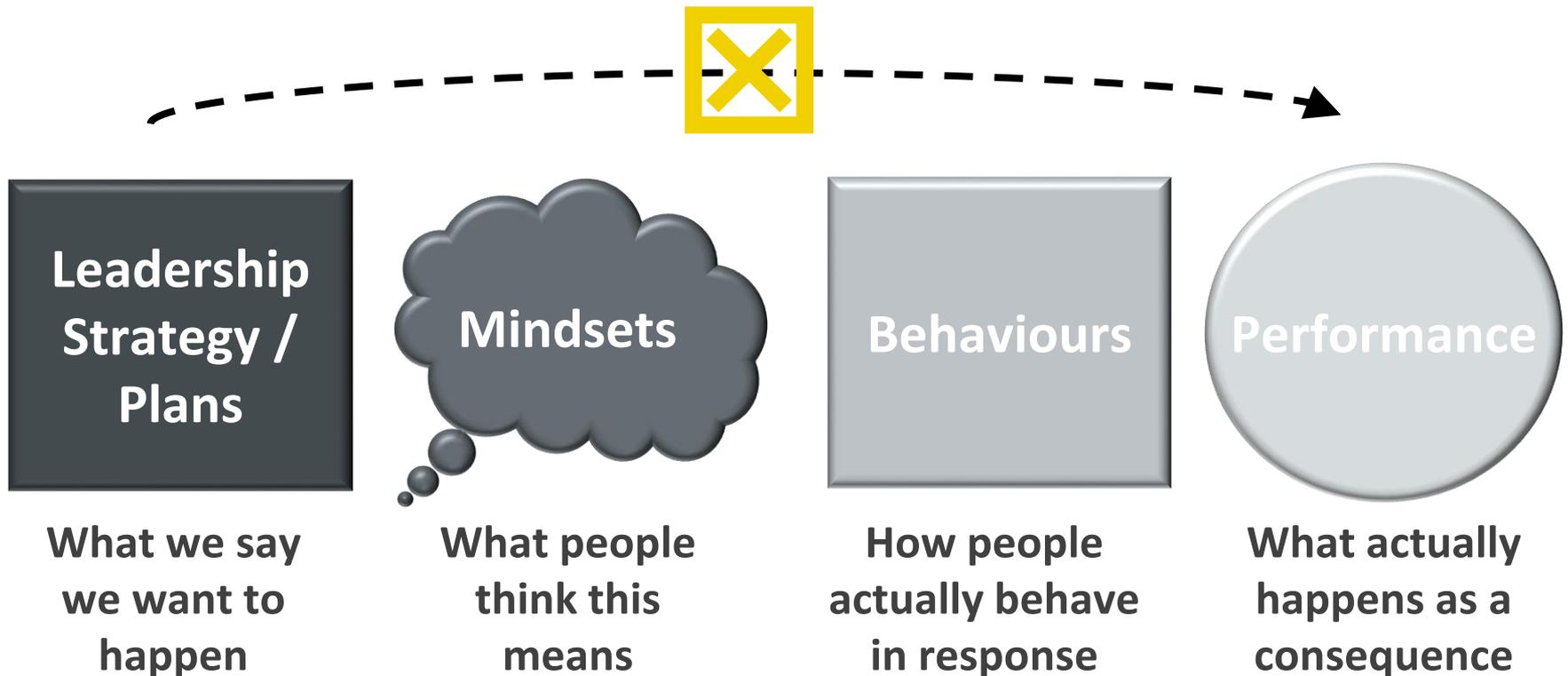
Adapted from Gary Hamel and C.K. Prahalad's book, *Competing for the Future* (Harvard Business School Press, 1994)



- New strategy or direction
 - Merger / acquisition
 - Re-branding
 - Need to build leadership capability
- Need to shift from dysfunctional to high-performing teams (ex. Top teams)
 - Need to create an “accountability” culture
 - Need to restore or build trust
 - Need to break down silos and improve interpersonal / team dynamics

Any aspirational goal or vision that requires a catalytic shift
in the **mindsets and behaviours** of employees
to achieve the organization's objectives

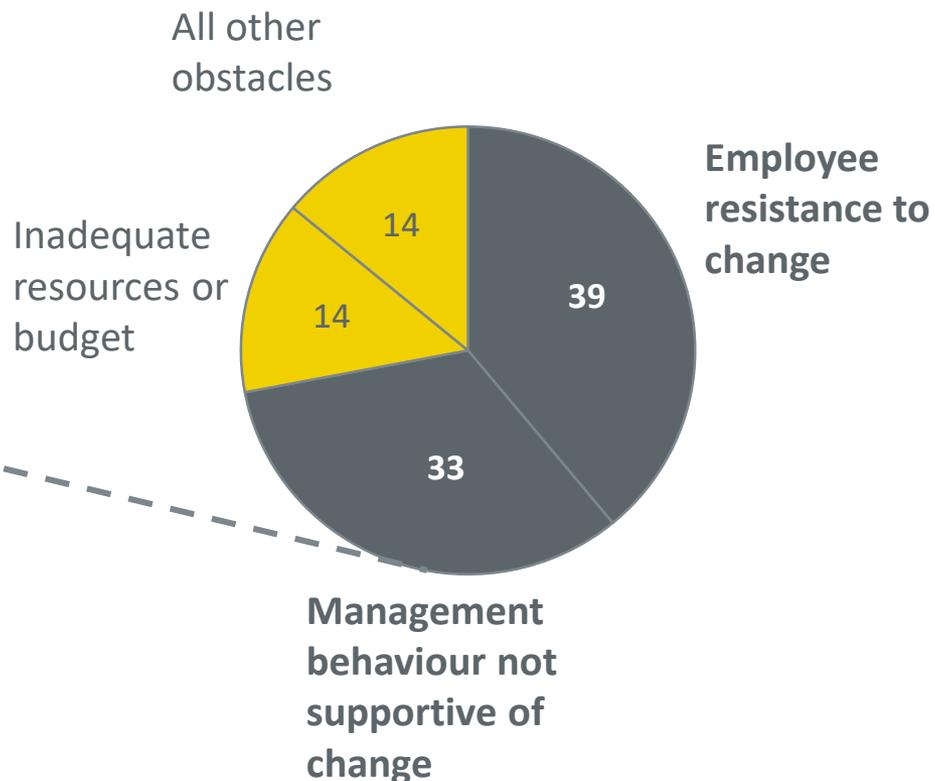
TRADITIONAL APPROACH TO STRATEGY IMPLEMENTATION



MINDSETS AND BEHAVIOURS: CONTRIBUTORS TO CHANGE FAILURE



Factors contributing to failure:
Percent %



Source: Beer and Nohria (2000); Cameron and Quinn (1997); CSC Index; Caldwell (1994); Gross et al. (1993); Kotter and Heskett (1992); Hickings (1988); Conference Board report (Fortune 500 interviews); press analysis; team analysis

Addressing context

Outside-in: People, processes, legacies, systems all influence how we think and behave



Examples of “influenced” mindsets:

- “Everyone does it this way”
- “It’s supposed to be this way”
- “That’s the system around here”

Engaging individuals

Inside-out: The way we’ve learned to react influences how we think and behave



- “I don’t want to be wrong”
- “I want to be accepted by others”
- “I want to avoid confrontation”

TRANSFORMING CULTURE: THE INFLUENCE MODEL



- Most strategies fail due to a lack of focus on its **real drivers – mindsets and behaviours**
- A number of levers must be incorporated in a cultural transformation plan. **Organizations don't transform – people do**
- Successful cultural transformation **begins with the CEO (supported by the Board) and the executive team and cascades** through all levels of leadership in the organization
- It is critical to **accurately measure the current culture and the desired culture**. If you can measure it, you can manage it

Our Approach

- Measure **existing mindsets and behaviours** and explore **all elements of the Influence model** to identify what is enabling or inhibiting an organization from achieving its full potential
- Build **alignment at the Executive Team level around behavioural shifts** that will help drive success across important **initiatives**
- Engage both the **ET and the Senior Leadership Team** in developing a **transformation roadmap** to broadly mobilize the organization around the culture transformation
- Agree on how to **measure progress and outcomes**

TYPICAL CULTURAL TRANSFORMATION JOURNEY

1. Define the Transformation Journey via the ET

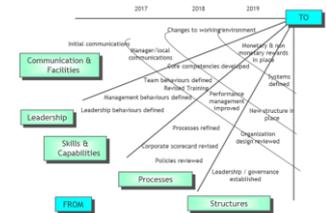
- Diagnostic
- Mirror Session
- ET Alignment and Mobilization



Typically over 3-4 months

2. Engage the Senior Team and Build the Roadmap

- Senior Team Engagement and Alignment
- Transformation Plan and Leadership Development Requirements
- Transformation Plan



3. Transform the Organization

- Leadership Dev't
- Champions Leading Cascaded Engagement
- Internal Capability Building
- Team Charters and Commitments



Combined



Diagnostic:

- Document Review
- Barrett Values Assessment
- Deep Structure Interviews
- Focus Groups

Mirror Session and ET Alignment Session:

- Play back of diagnostic themes
- Engagement of Exec Team
- Understand the enabling and limiting mindsets / behaviours impacting execution of Toromont's strategy
- Develop top 3-5 "from-to" mindsets that will accelerate the transformation program
- Draft Transformation Story
- Align and commit the Executive Team to specific deliverables
- Develop an Executive Team Charter
- Establish clear measures of success

HOW TO MEASURE A CULTURE: QUANTITATIVE METHODS



Client Document Review

- Provides historic supplementary data related to Employee Engagement, Leadership Competencies, Vision, Mission and Values of the organization
- Provides valuable insight into what has worked well and what needs attention as it relates to the organization's culture



Barrett Values Centre

Barrett Values Survey

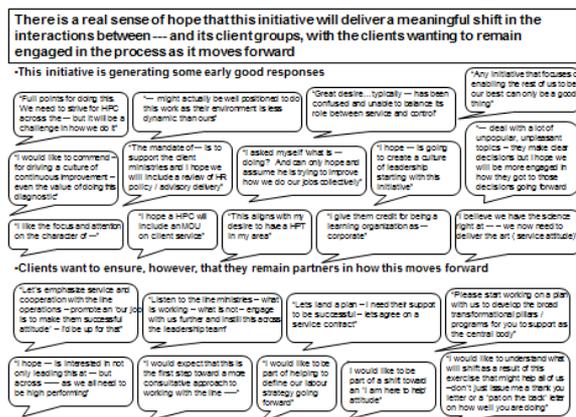
- Provides a snapshot of:
 - The values of the people currently working in the organization
 - The values experienced in the current culture
 - The values of the desired culture
- Highlights the organization's current focus and provides direction in developing the desired culture
- Identifies sources of cultural 'entropy' – the conflict, friction and frustration within a group
- Conducted via an online link: 100 percent of employees are invited to participate
 - Fixed cost of ~\$1400, irrespective of how many take the test
 - Each demographic cut costs ~\$600

HOW TO MEASURE A CULTURE: QUALITATIVE METHODS



Deep Structure Interviews

- Proprietary, well-tested method for Deep-Structure Interviews (appreciative inquiry) to surface underlying mindsets that are enabling or impeding performance.



Focus Groups

- Customized Focus Groups to test and gain additional texture and insight into the themes emerging from the quantitative diagnostic
- Highly experiential and engaging with employees from across the organization

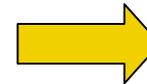
Prevailing Mindsets

We are a complex business (we must deliver on every single one of our many priorities, the market is unforgiving)

I/we value consensus and acceptance (I ask everyone else's opinion and I am offended if my views are not respected)

I/we respect each other (and therefore am very careful with difficult messages, especially around performance issues)

I trust my team/group (but I don't trust other groups to adequately serve my clients)



Desired Mindsets

We focus on what matters (we prioritize and focus on the few, key things that matter, while still delivering the rest, the market is unforgiving)

I trust others to do their job (and only take part in decisions that I really need to, and trust others to make the right decisions)

I/we respect each other (and therefore are very open and honest with each other, especially around important performance issues)

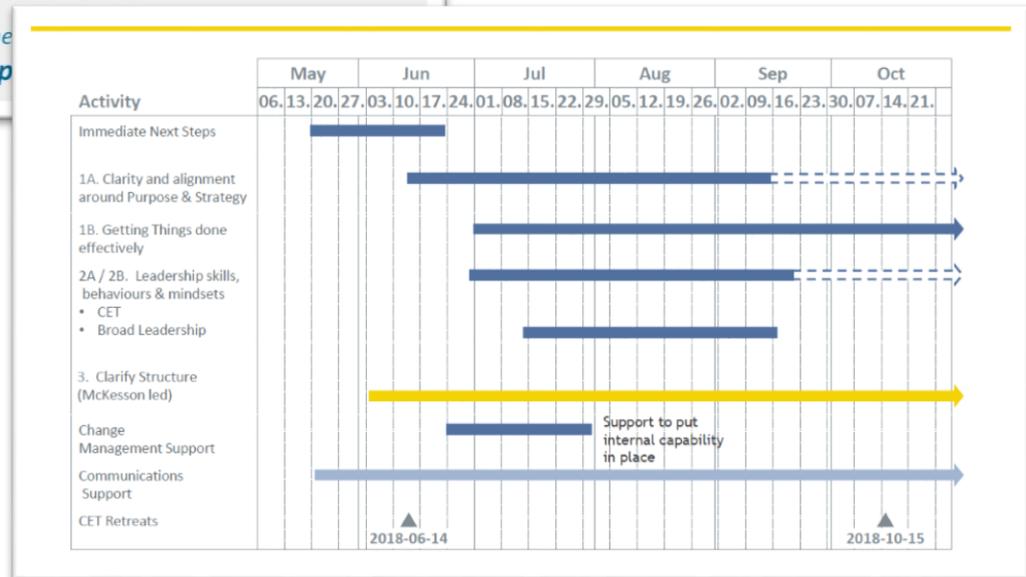
As an enterprise, we are the best bank for our clients (and I gladly refer my clients to other parts of the bank to meet all of their financial needs)



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TRANSFORMATION ROADMAP EXAMPLE



We launch activities that lead to greater understanding of culture and the link with strategy and performance

Targeted Employee Communications

Town Halls

Event satisfaction: 92%
Useful content: 91%



"It is good to know that the employee suggestions really matter. I am proud to work for my company."

"I believe there is a strong clarity and vision coming from the senior executive team. "

National Leadership Conference

Event Satisfaction: 97%



"You have my buy in with the vision and future of my company! So happy to be part of the team!"

"The customer testimonial was a phenomenal idea! It reminds us why we do what we do, so proud to be part of this team! "

Strategy Pods & Webex Sessions

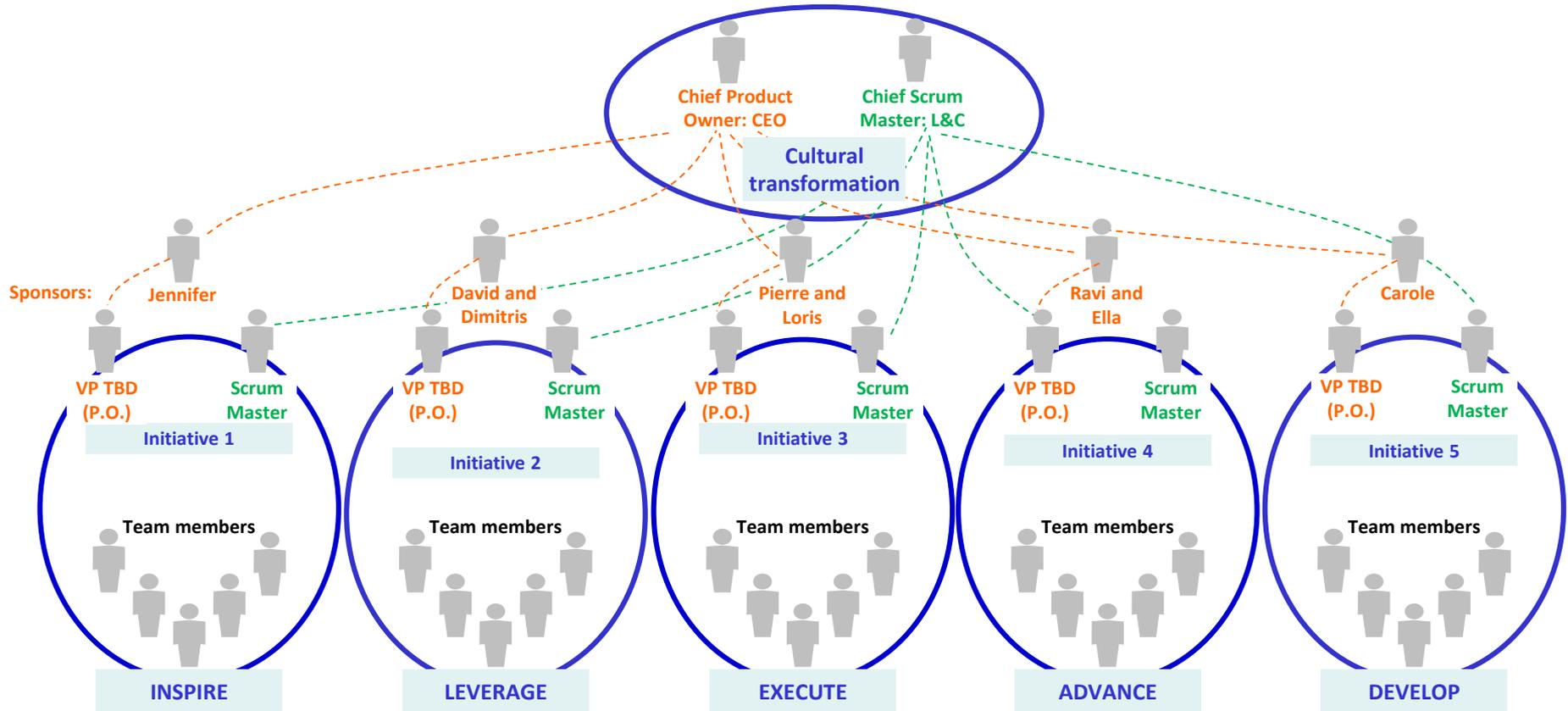
2300 webex registrations



"The vision and approach is multi-disciplinary and inclusive of multiple BUs – breaking down the silos!"

"The pods were an essential part of the conference. It provided much needed information."

AGILE TO DRIVE TRANSFORMATIONAL INITIATIVES





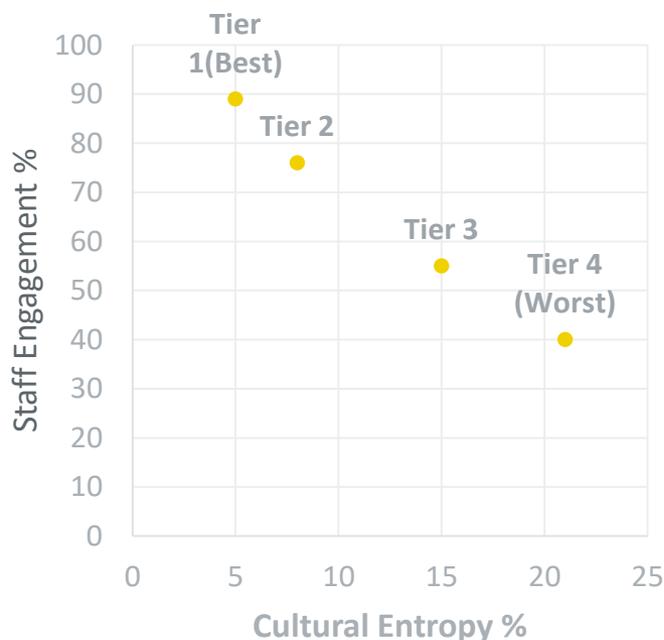
Leadership Development / Org-wide Engagement:

- Leadership Development for SLT- followed by role modeling new behaviours
- Identify champion(s) and begin to implement the Transformation Program
- Cascaded engagement for balance of the organization
- Team Charters
- Internal capability building, and common frameworks, tools and vocabulary
- Role-specific commitments

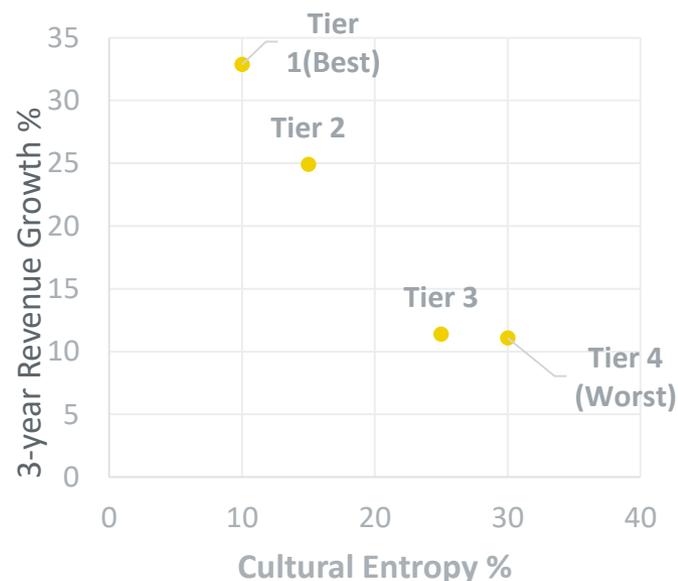
What results are possible

BEST EMPLOYERS HAVE LOWEST ENTROPY AND HIGHER GROWTH

Relationship Between Cultural Entropy and Staff Engagement

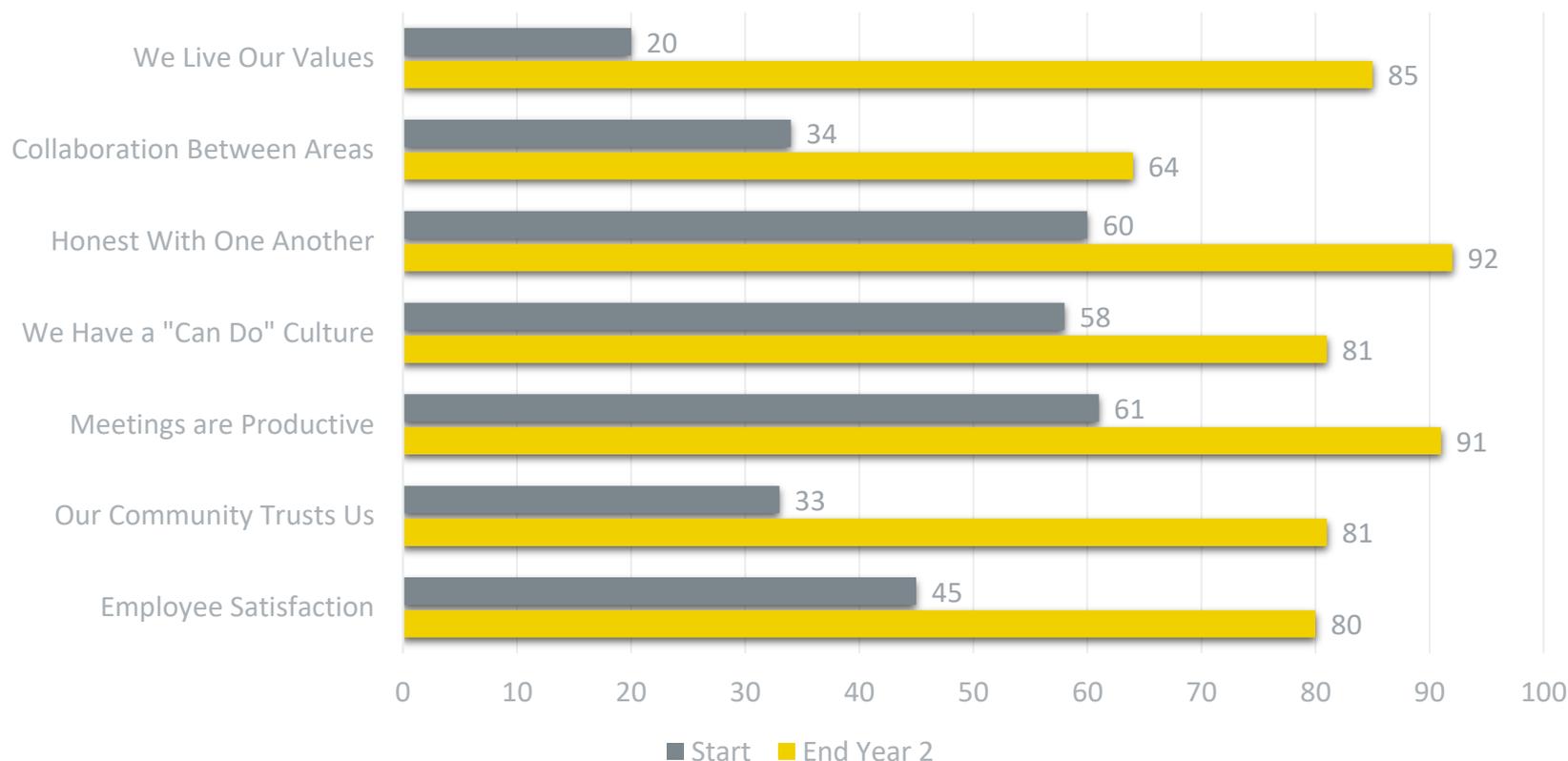


Relationship Between Cultural Entropy and 3-Year Revenue Growth

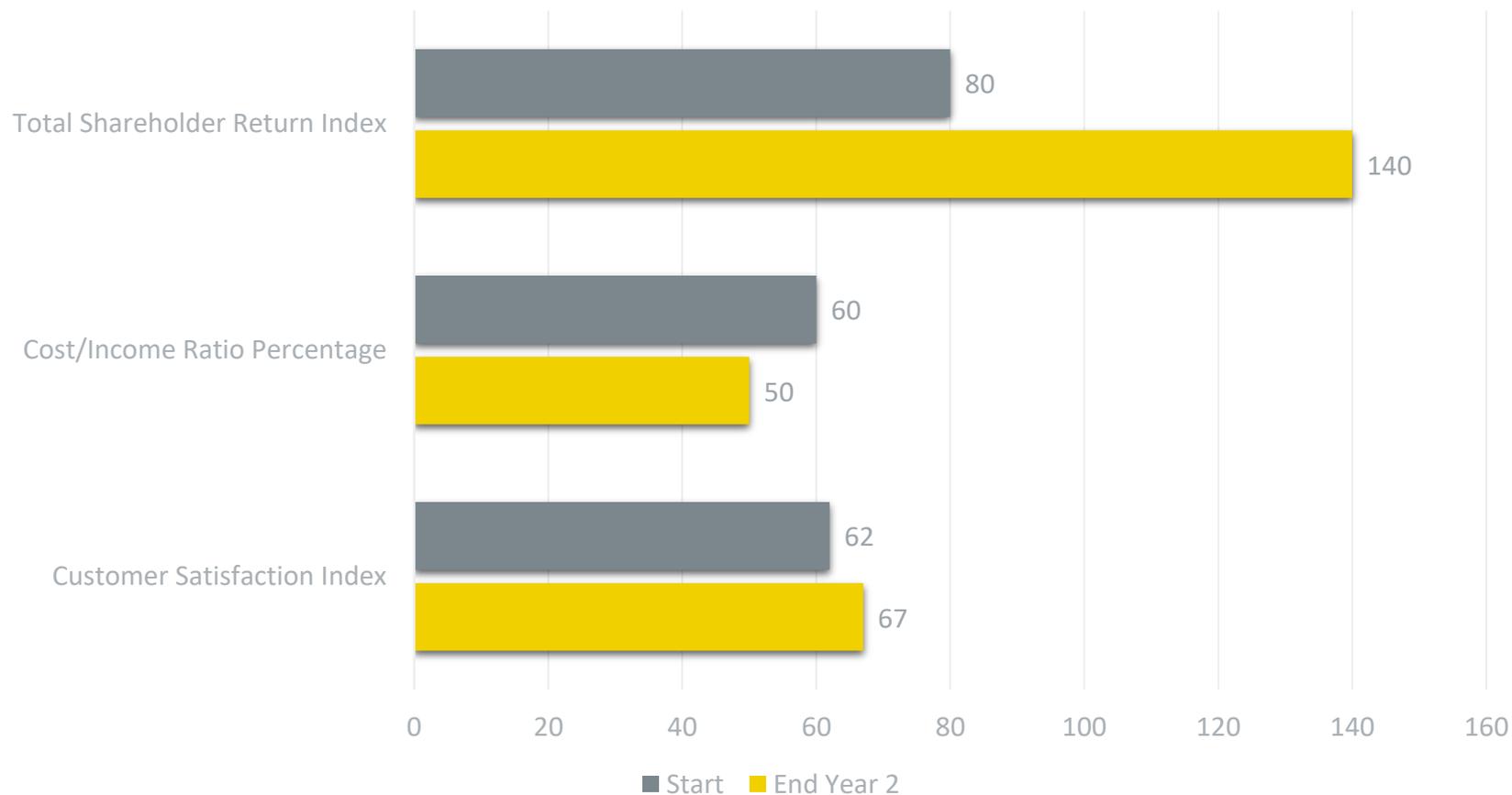


This research of 163 organisations in Australia was carried out by Hewitt Associates and Barrett Values Centre

Employees Agreeing that the Cultural Element Describes the Organization



Corresponding Improvement in Business Results



IMPACT OF A CULTURE TRANSFORMATION PROGRAM

Performance culture impact in insurance operations

Cultural results

Cultural descriptors

Percent employees in agreement

■ Start ■ End of year 2

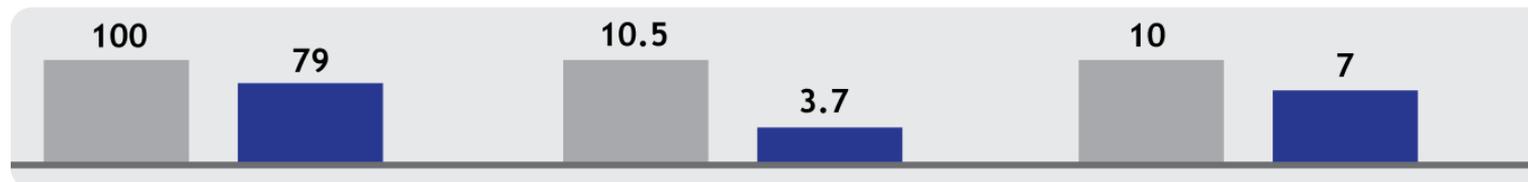


Business results

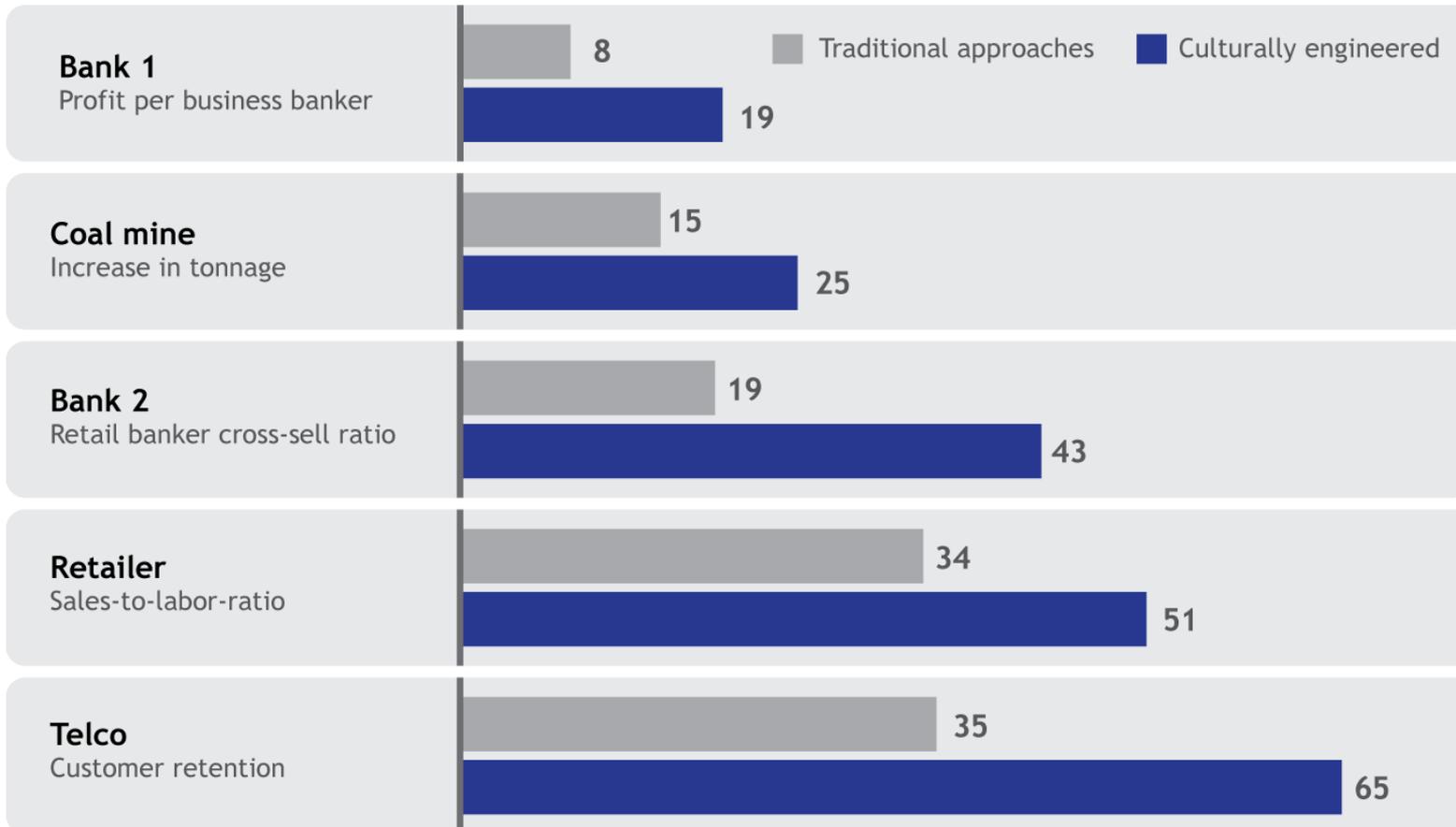
Cost per transaction processed
Indexed

Transactions outside service standard
Percent

Transactions outside quality standard
Percent



Business impact of performance culture interventions



- Organizations undergoing significant change typically will require shifts in mindsets and behaviours
- The CEO needs to own and drive transformation, but
 - The Board must fully support the shift—and may serve as the initial catalyst
 - Often HR will influence but cannot go it alone
- Significant ROI
 - Quantitative benefits to a *perceived* qualitative issue

Barrett Culture Assessment

DEFINITION: VALUES

Values - A shorthand method of describing our individual and collective motivations and what is important to us.

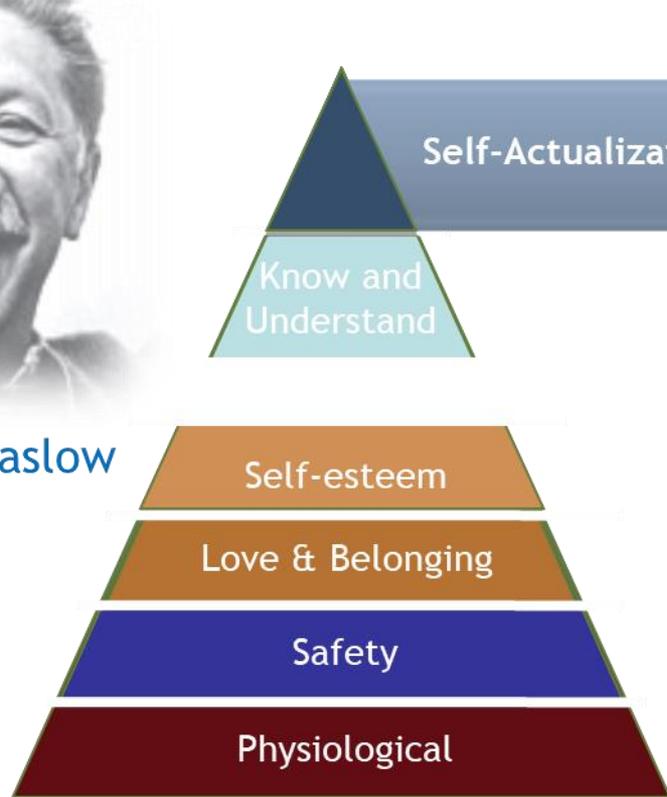
Values Can Be Positive
or
Potentially Limiting



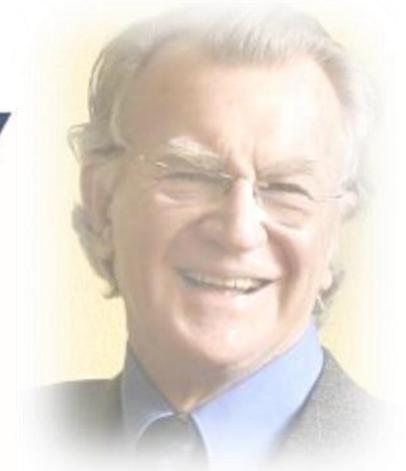
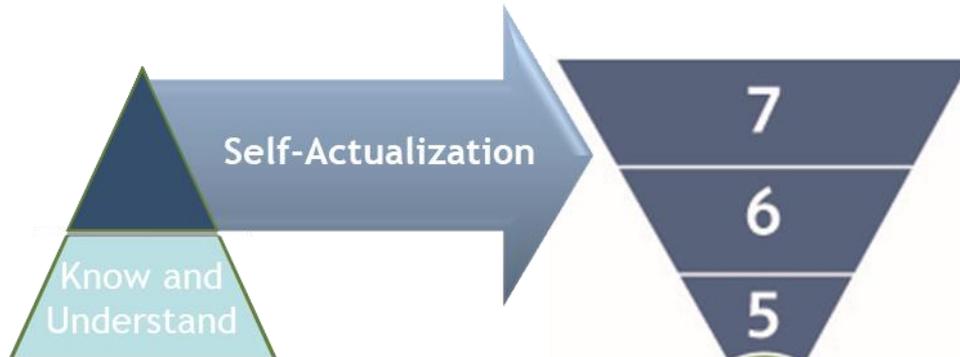
MASLOW'S NEEDS TO BARRETT'S CONSCIOUSNESS



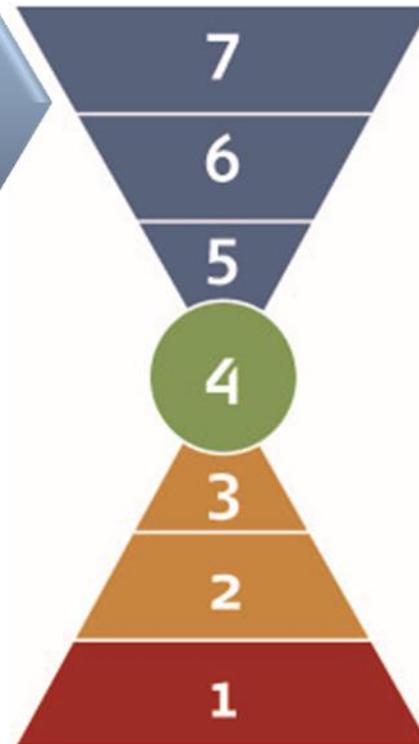
Abraham Maslow



Needs



Richard Barrett



Consciousness

BARRETT: SEVEN LEVELS OF CONSCIOUSNESS



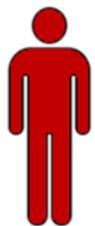
Cultural Entropy is the amount of energy in a group that is consumed in unproductive work.

It is a measure of the conflict, friction, and frustration that exists within a group.

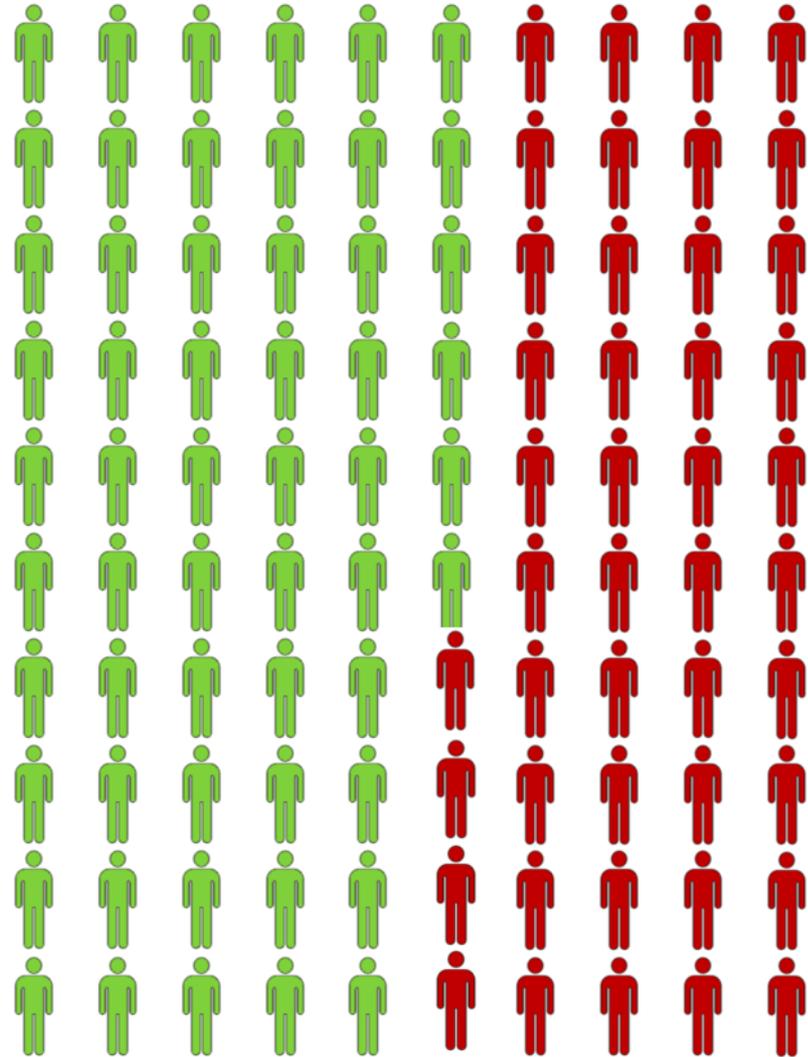
What does 44% entropy look like?



Energy available for productive work



Non-productive or destructive energy



- 10% or less: **Prime:** Healthy functioning
- 11% - 19%: **Minor Issues:** Requiring cultural and structural adjustments
- 20% - 29%: **Significant Issues:** Requiring cultural and structural transformation and leadership coaching
- 30% - 39%: **Serious Issues:** Requiring cultural and structural transformation, leadership mentoring/coaching, and leadership development
- 40 - 49%: **Critical Issues:** Requiring cultural and structural transformation, selective changes in leadership, leadership mentoring/coaching, and leadership development
- > 50%: **Cultural Crisis:** For private sector or corporations, high risk of bankruptcy, takeover or implosion

Values Questions:

1. Personal Values:

Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.

2. Current Organizational Culture Values:

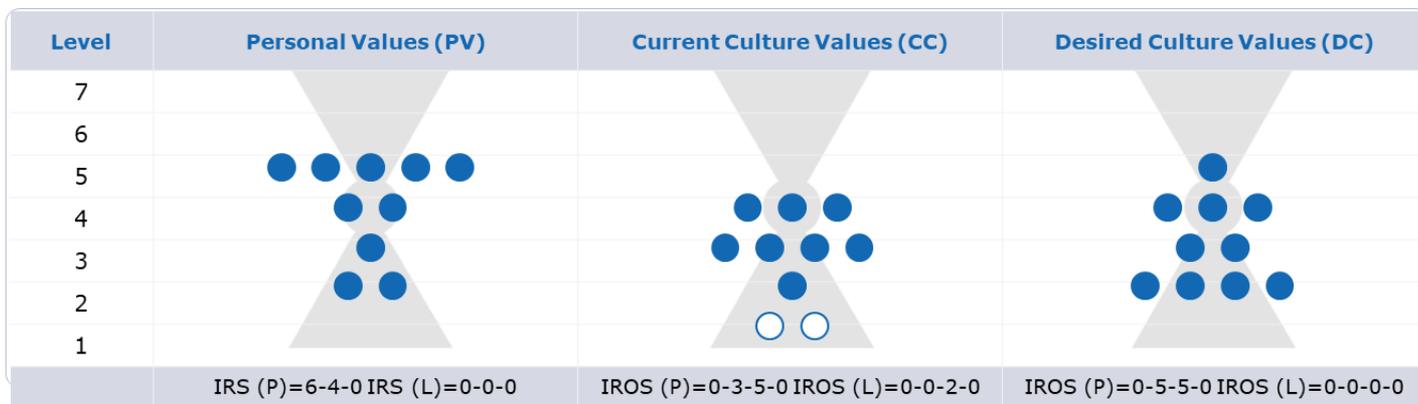
Please select ten of the following values/behaviours that most reflect how your organization currently operates.

3. Desired Organizational Culture Values

Please select ten of the following values/behaviours that you would desire for your organization to achieve it's highest performance.

EXAMPLE CLIENT: OVERALL GROUP

(1661/2103 = 79%)



Matches	honesty	800 5(I)	<i>client focus</i>	776 2(O)	<i>teamwork</i>	671 4(R)
PV - CC 2	<u>accountable</u>	799 4(R)	<i>teamwork</i>	634 4(R)	<i>client focus</i>	494 2(O)
CC - DC 5	<u>respect</u>	668 2(R)	cost reduction (L)	533 1(O)	<u>accountable</u>	465 4(R)
PV - DC 1	positive attitude	565 5(I)	productivity	462 3(O)	employee recognition	447 2(R)
new requests	trust	534 5(R)	<i>quality</i>	440 3(O)	employee engagement	443 5(O)
	family	526 2(R)	<u>accountable</u>	437 4(R)	continuous improvement	439 4(O)
Cultural Entropy:	continuous learning	500 4(I)	embracing diversity	393 4(R)	open communication	397 2(R)
Current Culture	<u>efficiency</u>	455 3(I)	performance	371 3(O)	<u>respect</u>	395 2(R)
18%	commitment	445 5(I)	job insecurity (L)	354 1(O)	<u>efficiency</u>	356 3(O)
	integrity	443 5(I)	<u>efficiency</u>	352 3(O)	<u>quality</u>	332 3(O)

Black Underline = PV & CC
Orange = PV, CC & DC
Orange = CC & DC
Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship
 O = Organisational
 S = Societal

Cultural Entropy Report

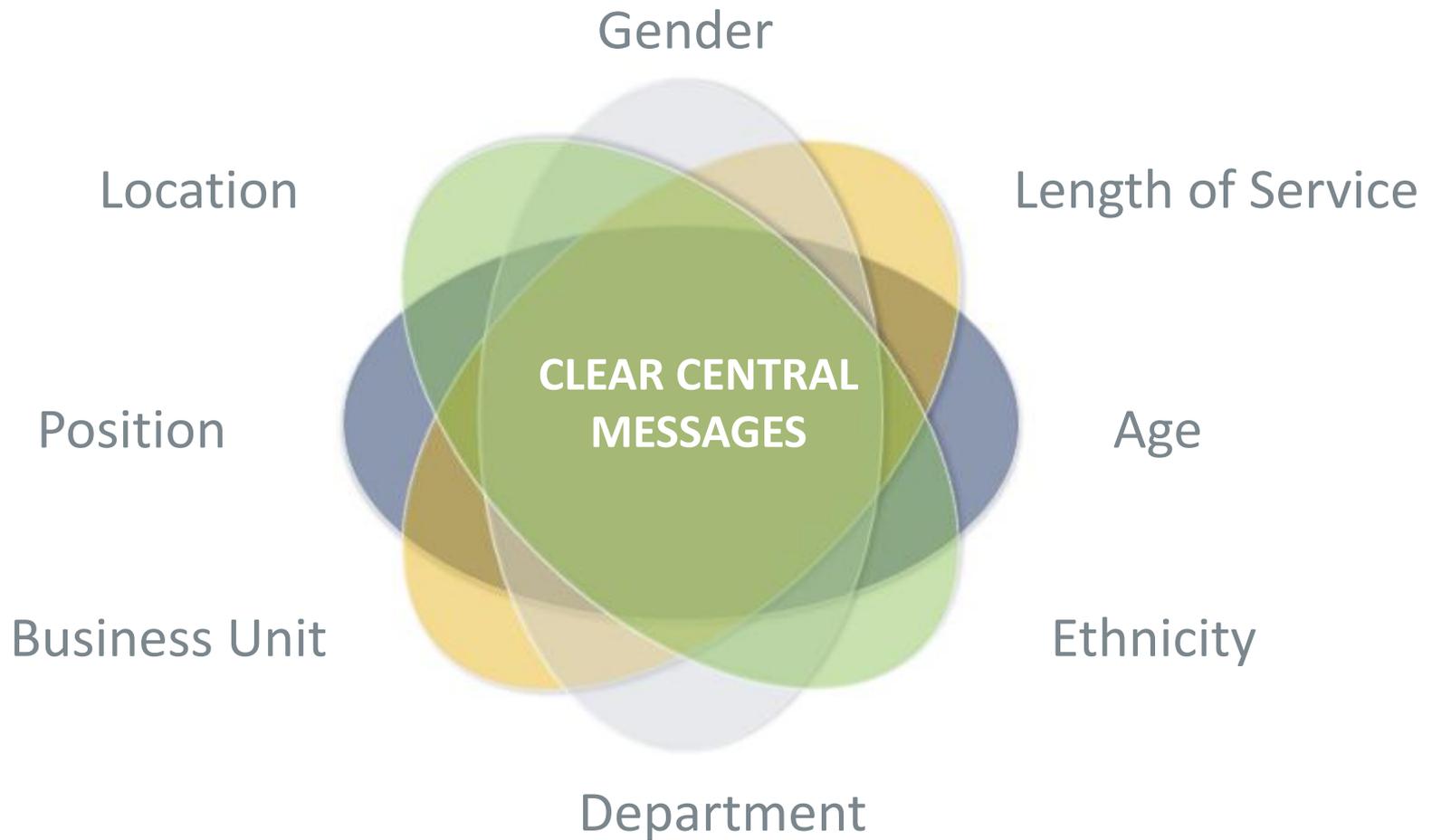
This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %	
3	bureaucracy (236) confusion (207) silo mentality (172) hierarchy (166) long hours (162) information hoarding (94) power (85)	7% of total votes	This level of Cultural Entropy score reflects issues requiring cultural or structural adjustment.
2	blame (149) internal competition (121) manipulation (84) empire building (59)	2% of total votes	It is important to reduce the Cultural Entropy score to improve performance.
1	cost reduction (533) job insecurity (354) control (256) caution (133) short-term focus (106) exploitation (51)	9% of total votes	
Total		18% of total votes	

Value Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
employee recognition	232	447	215
coaching/ mentoring	83	275	192
employee fulfilment	47	220	173
innovation	130	302	172
employee engagement	279	443	164
balance (home/work)	162	326	164
leadership development	62	226	164
trust	177	324	147
open communication	253	397	144
creativity	74	214	140



10 Demographic Cuts:

Job Category (3)

- VP & Above
- Director & Manager
- Front-line

Work Location (7)

- Head Office
- Quebec
- St. John
- Regina
- Vancouver
- Calgary
- Winnipeg

Client's Espoused Values:

- Accountable
- Client Focus
- Collaboration
- Innovation
- Integrity

ENTROPY BY DEMOGRAPHIC CUT

Entropy by Job Category:

- **VP & Above** **39%**
- **DIR & MGR** **26%**
- Front-line 13%

Entropy by Location:

- **Head Office** **34%**
- Quebec 19%
- St. John 18%
- Regina 16%
- Vancouver 15%
- Calgary 12%
- Winnipeg 8%

Entropy by Function:

- HR 38%
- Finance 36%
- IT 31%
- Legal 26%
- Sales 24%
- Operations 13%

COST OF ENTROPY

Entropy by Job Category:

- **VP & Above** **39%**
- **DIR & MGR** **26%**
- Front-line 13%

Entropy by Location:

- **Head Office** **34%**
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- Calgary 12%
- Winnipeg 8%

Entropy by Function:

- HR 38%
- Finance 36%
- IT 31%
- Legal 26%
- Sales 24%
- Operations 13%

Annual Cost of Entropy:

- VP & Above **3.7 mill**
- DIR & MGR **15.2 mill**
- Front-line **5.4 mill**

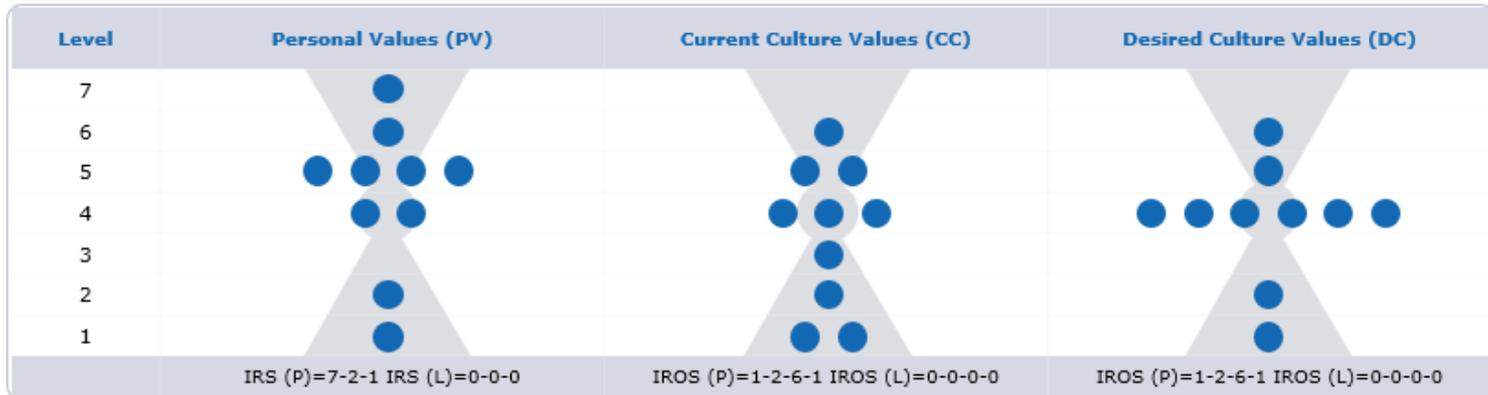
CCUA Results: Barrett Values Assessment

October 13, 2018

CCUA RESULTS: OVERALL



CCUA Overall Group (165)



Matches	PV - CC 4	CC - DC 7	PV - DC 1 new requests	Cultural Entropy: Current Culture 4%	
<u>accountability</u>	79 4(R)	<u>community involvement</u>	107 6(S)	<u>customer satisfaction</u>	81 2(O)
<u>continuous learning</u>	72 4(I)	<u>accountability</u>	88 4(R)	<u>accountability</u>	78 4(R)
<u>integrity</u>	67 5(I)	<u>financial stability</u>	78 1(O)	<u>financial stability</u>	73 1(O)
honesty	56 5(I)	<u>customer satisfaction</u>	74 2(O)	<u>community involvement</u>	70 6(S)
<u>community involvement</u>	53 6(S)	<u>employee engagement</u>	61 5(O)	<u>employee engagement</u>	65 5(O)
family	52 2(R)	<u>continuous improvement</u>	47 4(O)	adaptability	64 4(I)
ethics	47 7(I)	<u>integrity</u>	41 5(I)	<u>continuous improvement</u>	64 4(O)
commitment	43 5(I)	<u>teamwork</u>	40 4(R)	innovation	49 4(O)
<u>financial stability</u>	41 1(I)	brand image	37 3(O)	<u>continuous learning</u>	38 4(O)
positive attitude	41 5(I)	organisational growth	37 1(O)	<u>teamwork</u>	38 4(R)

Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
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P = Positive
 L = Potentially Limiting (white circle)

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CCUA Overall Group (165)

Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (8) hierarchy (4) long hours (4) silo mentality (4) confusion (2) information hoarding (2) power (1)	1% of total votes
2	conflict avoidance (6) empire building (2) internal competition (2) bullying (1)	1% of total votes
1	caution (14) cost reduction (14) short-term focus (4) control (3)	2% of total votes
Total		4% of total votes

This is a low and healthy Cultural Entropy score.



CCUA Overall Group (165)

Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
adaptability	21	64	43
innovation	20	49	29
strategic alliances	11	32	21
continuous improvement	47	64	17
agility	9	26	17
digital connectivity	22	37	15
long-term perspective	15	29	14
entrepreneurial	8	21	13
customer collaboration	3	15	12
employee fulfilment	13	24	11



CCUA Ontario (59)

Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	long hours (2) bureaucracy (1) hierarchy (1)	1% of total votes
2	conflict avoidance (2)	0% of total votes
1	caution (4) cost reduction (4) control (1) short-term focus (1)	2% of total votes
Total		3% of total votes

This is a low and healthy Cultural Entropy score.



CCUA Ontario (59)

Values Jumps

A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
adaptability	8	23	15
innovation	6	20	14
continuous improvement	17	26	9
agility	5	13	8
digital connectivity	10	17	7
customer collaboration	0	7	7
accountability	24	30	6
strategic alliances	6	12	6
entrepreneurial	2	8	6
empowerment	6	11	5
long-term perspective	5	10	5
employee health	2	7	5
initiative	0	5	5

- What stands out for you in the results?
- What are the positives / strengths we have to build on?
- What are the challenges or opportunities we need to address?

WHAT IS IMPORTANT TO THE PEOPLE AT CCUA?

- Dedication and ownership in their endeavours, and a focus on ensuring monetary security
- Authenticity and moral principles promoted in their actions and exchanges
- Time to build knowledge and skills, and appreciation for their closest personal connections
- An upbeat, can-do outlook, and efforts to have

WHAT IS THEIR CURRENT EXPERIENCE OF THE 'ORGANIZATION'?

- People working together with focus on meeting customer needs
- Efforts to build a strong bottom line and expand the business, while seeking to enhance products and processes
- Measures to improve the local area and foster a positive reputation, with attention to acting with moral principle
- Emphasis on staff members being involved, taking ownership of their actions

CULTURAL ENTROPY

A Cultural Entropy score of 4% reflects a healthy organization. However, there may be issues reflected in the Cultural Entropy table that are just beneath the surface and worthy of closer attention.

WHAT DO THEY SEE AS IMPORTANT FOR THE FUTURE OF THE 'ORGANIZATION'?

- Ongoing responsiveness to meet customer needs and changing requests
- Ongoing knowledge and skill building, and enhancement of business processes, with new ideas and ways of working
- Employees working closely together and taking ownership of their actions, with ongoing attention to bolstering the bottom line
- Maintaining close partnerships for the betterment of the local area

CCUA Qualitative Results

October 13, 2018

QUALITATIVE: VALUES QUESTIONS

Values Questions:

1. Personal Values:

Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.

2. Current Organizational Culture Values:

Please select ten of the following values/behaviours that most reflect how your organization currently operates.

3. Desired Organizational Culture Values

Please select ten of the following values/behaviours that you would desire for your organization to achieve it's highest performance.

QUALITATIVE: RESPONSES TO ADDITIONAL QUESTIONS

Values Questions:

1. Personal Values:

Please select ten of the following values/behaviours that most reflect who you are, not who you desire to become.

2. Current Organizational Culture Values:

Please select ten of the following values/behaviours that most reflect how your organization currently operates.

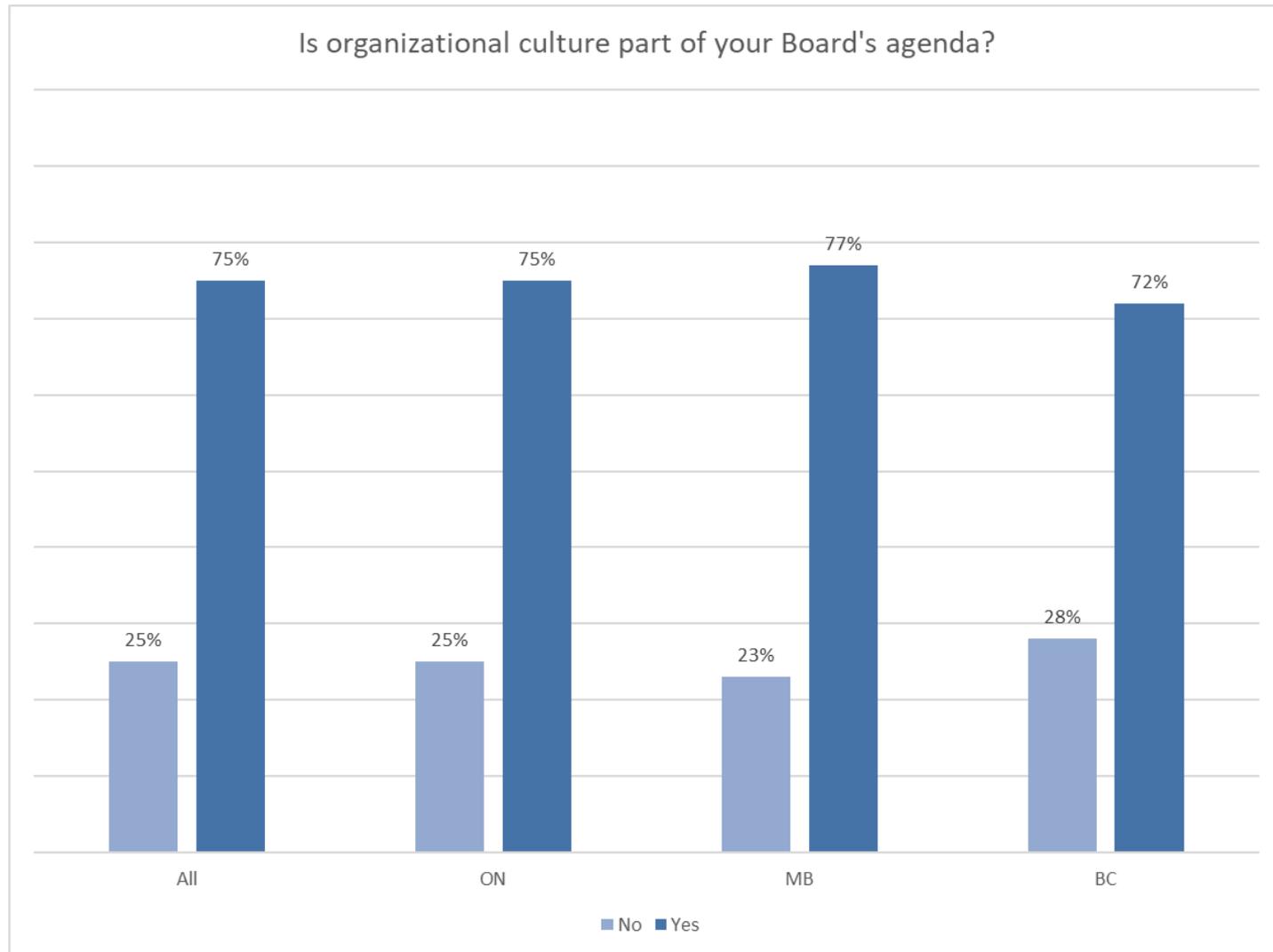
3. Desired Organizational Culture Values

Please select ten of the following values/behaviours that you would desire for your organization to achieve it's highest performance.

Additional Questions:

1. Is organizational culture part of your Board's agenda?
2. Which cultural issue do you believe is most important in your Credit Union?
 - a) Diversity and inclusion
 - b) Lack of clarity around strategy
 - c) Inadequate responsiveness to competitive and client pressures
 - d) "Culture of Conduct" compliance and behaviours
 - e) Lack of "ownership" of culture related matters
 - f) Ineffective decision-making
 - g) Other
3. What have you tried that has been successful related to enhancing the culture of your Credit Union?

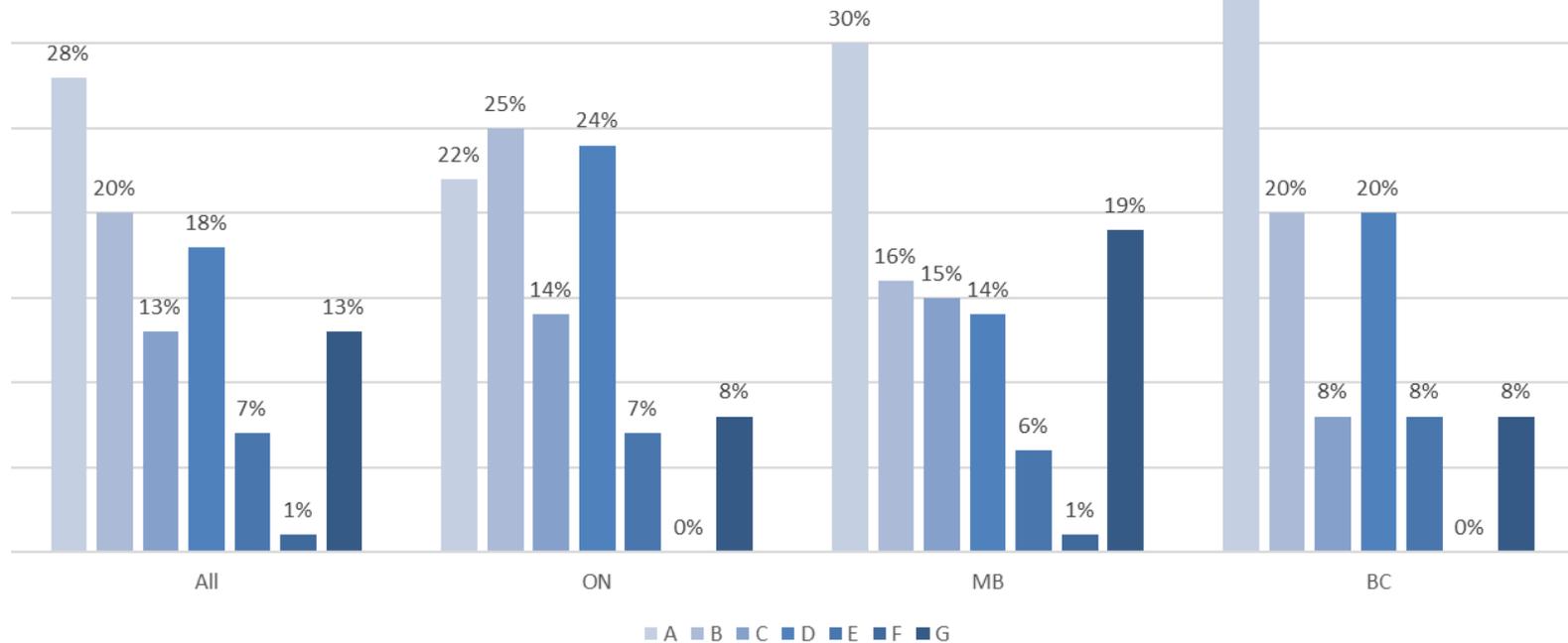
RESPONSES TO Q1



RESPONSES TO Q2

Which cultural issue do you believe is most important to your Credit Union?

- a) Diversity and inclusion
- b) Lack of clarity around strategy
- c) Inadequate responsiveness to competitive and client pressures
- d) "Culture of Conduct" compliance and behaviours
- e) Lack of "ownership" of culture related matters
- f) Ineffective decision-making
- g) Other



RESPONSES TO Q3

What have you tried that has been successful related to enhancing the culture of your Credit Union?

LEADERSHIP

- Leading culture from the top
- Open, honest, frequent communication/information-sharing
- Setting a clear vision and strategy, and building in culture as a priority
- Role modelling behaviours that align with the values of the organization
- Asking for feedback (e.g. surveys) and continuously improving

What have you tried that has been successful related to enhancing the culture of your Credit Union?

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EMPLOYEES

- Focusing on diversity and inclusion (e.g. achieving gender balance on the Board, ensuring all voices are heard equally at meetings)
- Encouraging employee engagement through social activities, celebrating successes, and incentive programs
- Empowering employees – through coaching, mentoring, and training to develop the next generation

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COMMUNITY

- Taking pride in the connection we have to communities
- Improving the services we provide
- Recognizing employees who volunteer in the community
- Supporting and engaging in local/community initiatives

Tables gather together

(1 & 2 3 & 4 5 & 6)

Discuss successes related to your theme

- What have you tried that has been successful related to enhancing the culture of your Credit Union?

Elect a scribe!

Prepare to debrief your colleagues



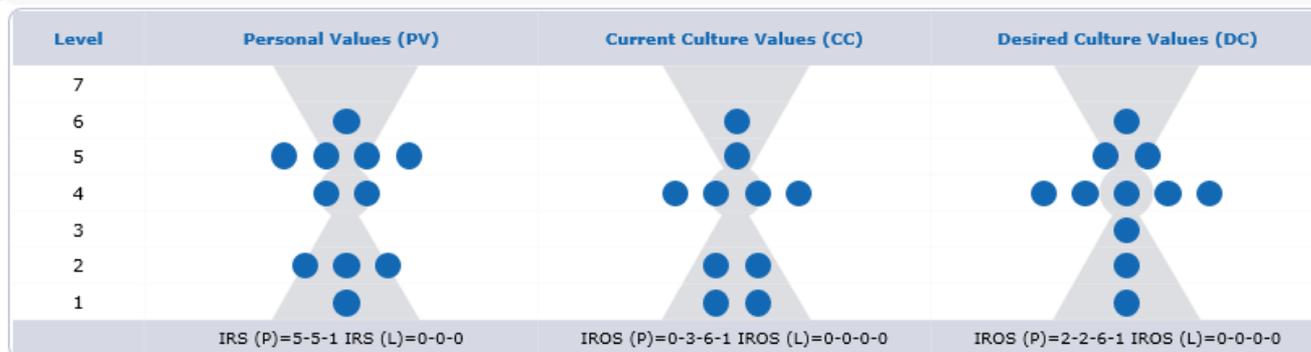


THANK YOU!

Appendix



CCUA Manitoba (81)



Matches	PV - CC 4	CC - DC 7	PV - DC 1 new requests	Cultural Entropy: Current Culture 5%	
<u>community involvement</u>	34 6(S)	<u>community involvement</u>	51 6(S)	<u>customer satisfaction</u>	44 2(O)
<u>continuous learning</u>	34 4(I)	<u>accountability</u>	50 4(R)	<u>accountability</u>	39 4(R)
honesty	34 5(I)	<u>financial stability</u>	39 1(O)	<u>financial stability</u>	38 1(O)
<u>integrity</u>	34 5(I)	<u>customer satisfaction</u>	37 2(O)	<u>community involvement</u>	37 6(S)
<u>accountability</u>	31 4(R)	<u>employee engagement</u>	33 5(O)	adaptability	35 4(I)
family	27 2(R)	employee recognition	22 2(R)	<u>employee engagement</u>	35 5(O)
caring	23 2(R)	<u>continuous improvement</u>	21 4(O)	<u>continuous improvement</u>	31 4(O)
<u>financial stability</u>	22 1(I)	<u>continuous learning</u>	21 4(O)	innovation	25 4(O)
respect	22 2(R)	organisational growth	21 1(O)	<u>teamwork</u>	25 4(R)
cooperation	21 5(R)	<u>teamwork</u>	20 4(R)	efficiency	21 3(O)
humour/ fun	21 5(I)			<u>integrity</u>	21 5(I)

Black Underline = PV & CC
 Orange = PV, CC & DC
 Orange = CC & DC
 Blue = PV & DC

P = Positive
 L = Potentially Limiting (white circle)

I = Individual
 R = Relationship
 O = Organisational
 S = Societal



CCUA Manitoba (81)

Cultural Entropy Report

This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %
3	bureaucracy (5) silo mentality (3) long hours (2) confusion (1) hierarchy (1) information hoarding (1)	2% of total votes
2	conflict avoidance (3) empire building (2) internal competition (2)	1% of total votes
1	cost reduction (9) caution (6) control (1) short-term focus (1)	2% of total votes
Total		5% of total votes

This is a low and healthy Cultural Entropy score.



CCUA Manitoba (81)

Values Jumps

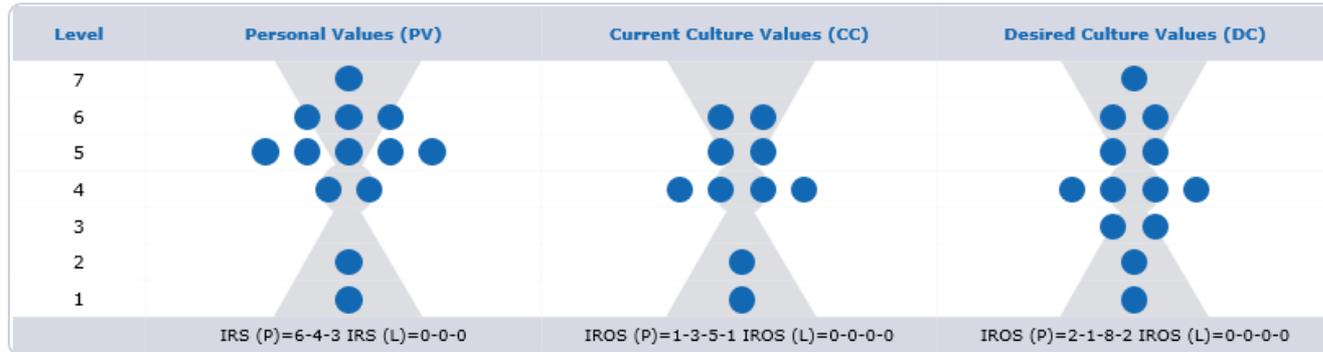
A value jump occurs when there are more votes for a value in the Desired Culture than in the Current Culture. Listed below are the values with the largest increase in votes. The values in bold are represented in the Desired Culture.

	Current Culture Votes	Desired Culture Votes	Jump
adaptability	7	35	28
innovation	10	25	15
strategic alliances	4	15	11
continuous improvement	21	31	10
risk-taking	1	10	9
long-term perspective	7	15	8
conflict resolution	2	10	8
customer satisfaction	37	44	7
shared vision	8	15	7
excellence	4	11	7
agility	2	9	7
future generations	2	9	7

CCUA RESULTS: BRITISH COLUMBIA



CCUA British Columbia (25)



Matches	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)
PV - CC 6	<u>accountability</u> 10 4(R)	<u>community involvement</u> 15 6(S)	<u>financial stability</u> 15 1(O)
CC - DC 8	<u>continuous learning</u> 9 4(I)	<u>accountability</u> 14 4(R)	<u>continuous learning</u> 11 4(O)
PV - DC 0	<u>cooperation</u> 9 5(R)	<u>financial stability</u> 13 1(O)	<u>customer satisfaction</u> 10 2(O)
new requests	honesty 9 5(I)	<u>continuous improvement</u> 9 4(O)	<u>accountability</u> 9 4(R)
	family 8 2(R)	<u>customer satisfaction</u> 9 2(O)	employee engagement 9 5(O)
	making a difference 8 6(S)	<u>integrity</u> 9 5(I)	<u>community involvement</u> 8 6(S)
	commitment 7 5(I)	<u>cooperation</u> 8 5(R)	<u>continuous improvement</u> 7 4(O)
Cultural Entropy: Current Culture 7%	<u>community involvement</u> 7 6(S)	<u>continuous learning</u> 7 4(O)	<u>leadership development</u> 7 6(O)
	<u>financial stability</u> 7 1(I)	<u>leadership development</u> 7 6(O)	social responsibility 7 7(S)
	<u>integrity</u> 7 5(I)	teamwork 7 4(R)	adaptability 6 4(I)
	service to others 7 7(S)		digital connectivity 6 3(O)
	trust 7 5(R)		<u>integrity</u> 6 5(I)
	well-being (physical/emotional/ mental/ spiritual) 7 6(I)		professionalism 6 3(O)

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This table depicts the survey participants' total votes for Current Culture potentially limiting values by level. Potentially limiting values reflect the degree of disorder within a system and are found only at levels 1, 2 and 3.

Level	Potentially Limiting Values (Votes)	Cultural Entropy %	This is a low and healthy Cultural Entropy score.
3	bureaucracy (2) hierarchy (2) confusion (1) information hoarding (1) power (1) silo mentality (1)	3% of total votes	
2	bullying (1) conflict avoidance (1)	1% of total votes	
1	caution (4) short-term focus (2) control (1) cost reduction (1)	3% of total votes	
Total		7% of total votes	



CCUA British Columbia (25)

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	Current Culture Votes	Desired Culture Votes	Jump
continuous learning	7	11	4
social responsibility	3	7	4
strategic alliances	1	5	4
employee engagement	6	9	3
digital connectivity	3	6	3
organisational growth	2	5	3
entrepreneurial	1	4	3
holistic thinking	1	4	3
information sharing	1	4	3