

CULTURE

GAP

SNAPSHOT
TOPICS
SERIES

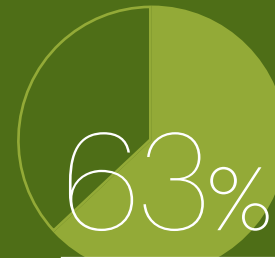


Achieving Organizational Objectives With Purpose Driven Meeting Design

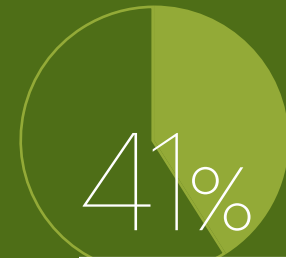
HOW BIG IS YOUR CULTURE GAP?

Culture has become a big care about for CEOs in virtually every industry. And with good reason. There's a significant gap between what leaders think and what their team members feel.

Leaders think their culture is strong, but employees disagree.



C-SUITE & BOARD

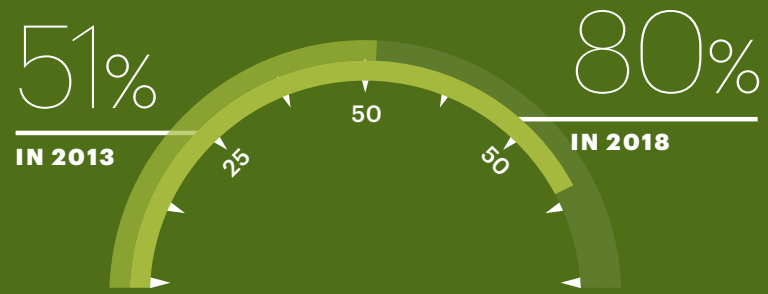


EMPLOYEES

Q: What we say about culture is consistent with how people act. Base: Global respondents 1,204. Source: Katzenbach Center Global Culture Survey 2018

Remarkably, in a [global culture survey](#), 80% of those surveyed said their organization's culture must change in order for the company to meet its goals. But this is easier said than done.

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People say workplace culture needs to change

Q: In order to succeed, grow, and retain the best people, how much do you think your organization's culture will need to evolve in the next three to five years? Respondents who responded "significantly/a fair bit" Base: Global respondents 1,204. Source: Katzenbach Center Global Culture Survey 2018

PwC says this **culture gap** is one reason why 71% of C-Suite execs say culture is a priority on their agenda. In its 2018 report, Closing the Culture Gap, PwC says, "Leaders can't expect to see results from culture initiatives unless they connect with their organization on an emotional level." In other words, speeches and posters just don't cut it.

MOVING THE CULTURE NEEDLE WITH COMPANY MEETINGS

Company meetings are potentially the most powerful way to facilitate authentic interaction around corporate purpose— but only if those meetings are consciously designed to achieve this goal.

71% of C-suite executives believe culture is a priority on their leadership agenda, compared with only 48% of those in non-management roles.

— CLOSING THE CULTURE GAP BY DEANNE AGUIRRE, VARYA DAVIDSON AND CAROLIN OELSCHLEGEL, STRATEGY+BUSINESS

ENABLING ORGANIZATIONAL COLLABORATION

Meeting designer Mary Boone helps companies strategically design human interactions. Mary says, "Closing the culture gap in company meetings necessitates a shift away from just broadcasting information. Sitting for hours on end absorbing information in a passive mode is an egregious waste of resources." The perfect meeting can help you gain clarity and insight on both direction and purpose across departments and levels. Mike Hamilton, founder of experiential agency GetSynchronicity, agrees. He says, the hallmarks of a well-designed meeting include:

- **CONNECTION** between business strategy and culture
- **COLLABORATION** between company leaders and informal culture influencers
- **PARTICIPATION** from all levels to determine how best to translate culture initiatives into day-to-day actions
- **ACTION** in the form of practicing new skills — not just talking about them — before they're implemented in the workplace

"Leaders are more confident than they should be that they're getting culture 'right.'"

— DEANNE AGUIRRE,
GLOBAL LEAD,
KATZENBACH CENTER





“The future of conferences is not just more input and interaction, but actually accomplishing work in the room — not just talking about it.”

— MARY BOONE

PURPOSEFULLY DESIGN FOR SUCCESS

Mary and Mike worked together to shift behavior at a company that was experiencing cultural challenges due to a silo mentality across the organization.

- **To break down boundaries**, Mike and Mary designed a system of intersecting touchpoints among participants before, during and after the event.
- **To build confidence**, they reduced the focus on lecture-based learning. In its place, “innovation incubators” provided participants with opportunities to practice new concepts in a hands-on environment.
- **To encourage creative problem solving**, they rewarded cross team solution building during specially designed challenge periods.

Highlights of the design included:

- **Open circle meetings** with executive management to share the unified vision and work through contextual issues that were holding the organization back.
- **Embedded experiences** that provided participants with the opportunity to apply new learning to real-life scenarios where success could only be achieved by working with teams from other divisions in the company.
- **Extensive gamification**, enabled by the event meeting app, to reinforce learning at the session level, the experience level and the overall conference level. Leader boards and lots of swag energized this friendly competition.

These types of participatory, peer-to-peer interactions, delivered in a face-to-face meeting environment, can powerfully and positively modify behavior and close the culture gap in your organization. ■

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