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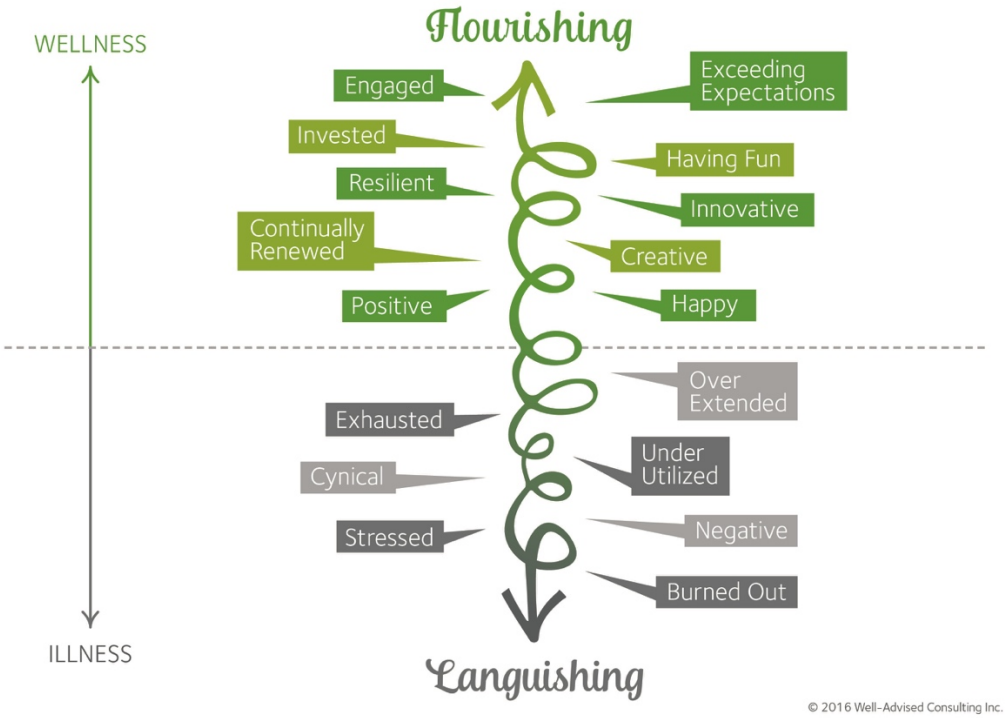
# Transforming Culture Through Daily Practices

***"The most important determinant of people's work experience is the culture of the organization."***
*Dr. Michael West, Lancaster University Management School*

## Impact of Positive Practices on Individual Well-Being:




## 5 Practices Discussed:

1. Positive Organizing
2. Reflective Action
3. Gratitude
4. Social Reflexivity of Teams
5. Transformational Questions



T: 250-754-9355 E: deb@deborahconnors.com
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## *Quick Assessments on Positive Organizing*

The 5 brief assessments below are adapted from Quinn, R. *The Positive Organization: Breaking Free from Conventional Cultures, Constraints, and Beliefs.* Oakland: Berrett-Koehler Publishers, Inc., 2015, and are used with permission.

### Quick Assessment on Emergence

On a scale of 1 to 10, assess which number most closely represents your opinion of where your organization is at in terms of trusting the emergent process.

| | | |
|---|---|---|
| We are fearful of trying new things | 1 2 3 4 5 6 7 8 9 10 | We are empowered to try new things |
| We infect each other with cynicism | 1 2 3 4 5 6 7 8 9 10 | We infect each other with enthusiasm |
| Leadership is in one person | 1 2 3 4 5 6 7 8 9 10 | Leadership moves from person to person |
| We are micro-managed | 1 2 3 4 5 6 7 8 9 10 | We initiate without management direction |
| We fail to meet our own expectations | 1 2 3 4 5 6 7 8 9 10 | We exceed our own expectations |

### Quick Assessment on Possibility

On a scale of 1 to 10, assess which number most closely represents your opinion of where your organization is at in terms of seeing possibility.

| | | |
|---|---|---|
| We focus on constraints | 1 2 3 4 5 6 7 8 9 10 | We focus on possibilities |
| We are pessimistic | 1 2 3 4 5 6 7 8 9 10 | We are optimistic |
| We are reactive | 1 2 3 4 5 6 7 8 9 10 | We are proactive |
| We seek to solve problems | 1 2 3 4 5 6 7 8 9 10 | We seek to spread excellence |
| We are trapped in our own past | 1 2 3 4 5 6 7 8 9 10 | We are creating a new future |



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## Quick Assessment on Authenticity

On a scale of 1 to 10, assess which number most closely represents your opinion of where your organization is at in terms of nurturing authentic conversations.

| | | |
|---|---|---|
| We only say what is politically correct | 1 2 3 4 5 6 7 8 9 10 | We say what we really feel |
| We do not treat each other with respect | 1 2 3 4 5 6 7 8 9 10 | We treat each other with respect |
| We avoid dealing with difficult issues | 1 2 3 4 5 6 7 8 9 10 | We constructively confront one another |
| We shoot down each other's ideas | 1 2 3 4 5 6 7 8 9 10 | We build off each other's ideas |
| We punish mistakes | 1 2 3 4 5 6 7 8 9 10 | We learn without blame |

## Quick Assessment on Purpose

On a scale of 1 to 10, assess which number most closely represents your opinion of where your organization is at in terms of finding purpose.

| | | |
|---|---|---|
| We work to make money | 1 2 3 4 5 6 7 8 9 10 | We work for a higher purpose |
| Our work lacks meaning | 1 2 3 4 5 6 7 8 9 10 | Our work has meaning |
| We lack a sense of shared purpose | 1 2 3 4 5 6 7 8 9 10 | We have a sense of shared purpose |
| We do what we are assigned to do | 1 2 3 4 5 6 7 8 9 10 | We do what we love to do |
| We do not get meaningful feedback | 1 2 3 4 5 6 7 8 9 10 | We get meaningful feedback |



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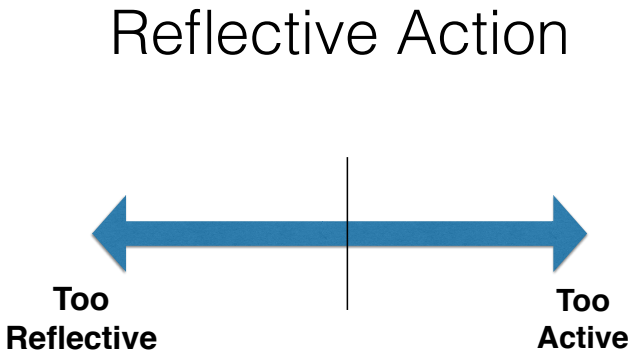
**Quick Assessment on the Common Good**

On a scale of 1 to 10, assess which number most closely represents your opinion of where your organization is at in terms of embracing the common good.

| | | |
|---|---|---|
| Leaders are pursuing their own self-interests | 1 2 3 4 5 6 7 8 9 10 | Leaders are pursuing the common good |
| We focus on our own personal needs | 1 2 3 4 5 6 7 8 9 10 | We focus on winning for the organization |
| We are operating in silos | 1 2 3 4 5 6 7 8 9 10 | We are all sacrificing for the shared vision |
| There is no desire to do a good job | 1 2 3 4 5 6 7 8 9 10 | The desire to do a good job is widespread |
| Negative peer pressure holds us back | 1 2 3 4 5 6 7 8 9 10 | Positive peer pressure moves us forward |

**Are you too reflective or too active? Find the sweet spot.**



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## 5 Tips on Gratitude at Work

1. Provide each of your team members with a journal and some information/discussion on gratitude journaling. Suggest that they commit to it for 21 days as a start.
2. Start weekly meetings by asking people to share a personal or professional win from the previous week.
3. Create a "Wall of Gratitude" in your office (on a physical wall or a website) where people can anonymously post what they are grateful for.
4. Talk more about what is going well.
5. Encourage positive language.

## Questions for leaders to improve social reflexivity in teams:

Add these questions to your repertoire to discuss at your next team meeting:

- Is this a real team?
- Do we have clear objectives?
- How can we work more closely to achieve those objectives?
- How can we improve our performance as a team?
- What can we do to increase positivity in our meetings?
- What resilient cycles of work can be developed?
- How can we debrief our meetings better?

## Transformational Questions:

- Invite people to take on challenges they otherwise would not.
- Engage people in a new vision.
- Turn around huge problems by inspiring people to think differently.

What will we do differently to create a better place to work?

How can you be positively deviant today?



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**Use this space to draw your vicious and resilient cycles:**

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**Join us on Zoom for the 8-Weeks To A Better Place To Work online course starting April 11th – with guests: Dr. Robert Quinn, Mary-Lou MacDonald, Dr. Martin Shain and Melissa Barton. See deborahconnors.com for more details.**

Most diagrams are from *A Better Place To Work: Daily Practices That Transform Culture*, 2018.



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