



# Building a culture that transforms and unifies a workplace

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# CULTURE

What is it?

A model for transformation

State of ND case study



**Culture** is like the wind. It is invisible, yet its effect can be seen and felt. When it is blowing in your direction it makes for smooth sailing. When it is blowing against you, everything is more difficult.

**HBR: Changing Company Culture Requires a Movement, Not a Mandate**

The ***way work gets done*** in an organization.

Culture is a **result** of the various behaviors, values, structures, and processes that are ***supported*** or ***discouraged*** within an organization.



# Leader led culture transformation



**Often organizations don't inspect their culture until there is something that isn't working.**

**Is there a “case for change” in your organization? What are the drivers?**



**Understand your current culture through listening systems (surveys and focus groups).**

**Hear from all stakeholders (managers, employees, customers).**



**Develop your culture aspirations.**

**Create your language, write it down.**

**Involve your stakeholders, give them a voice.**



**Connect to your strategic plan and use the language.**

**Leaders role model the culture aspiration.**

**Use you HR practices to hire, develop and reward team members aligned to your culture.**

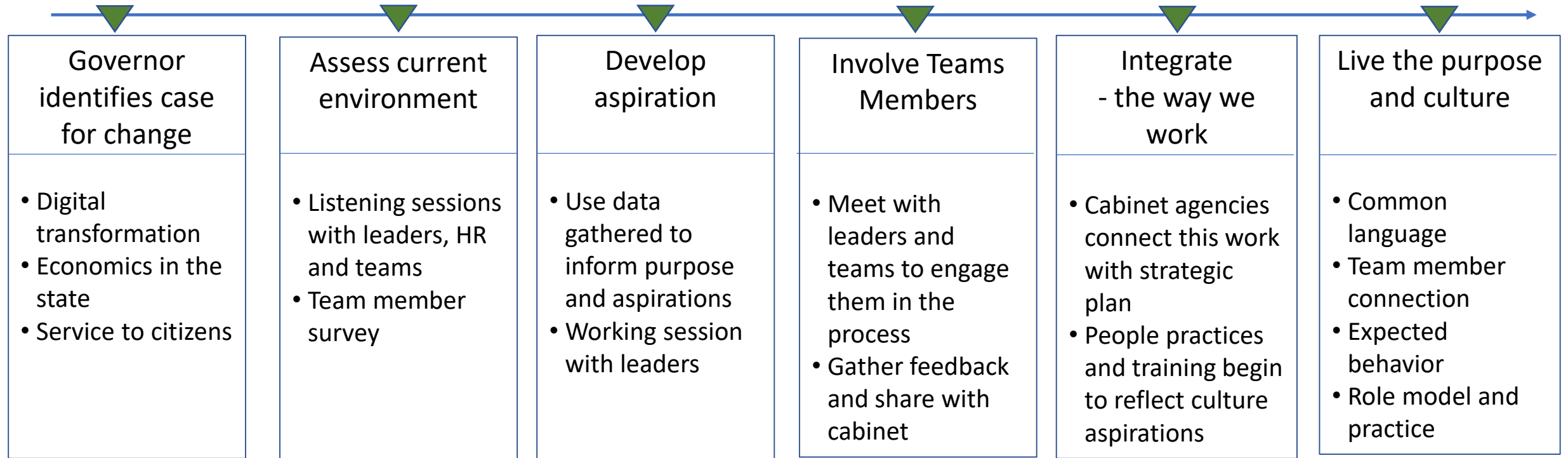




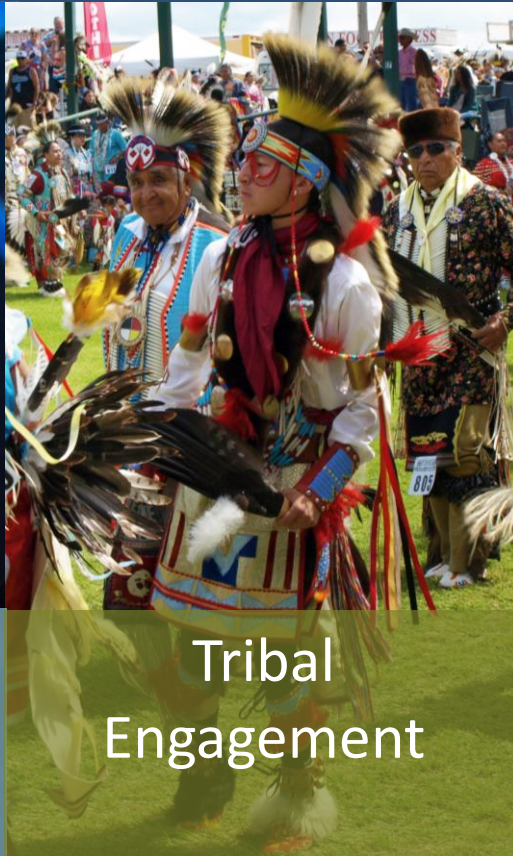
# A case study for the Cabinet agencies in the State of ND



# Purpose, Value and Culture Journey



# STRATEGIC INITIATIVES



← Agency Core Missions →



State of  
**North Dakota**

Empower People | Improve Lives | Inspire Success



A night landscape featuring a starry sky with a visible aurora borealis (green light) over a dark field. A dirt road leads into the distance on the left, flanked by utility poles and power lines. The overall scene is serene and expansive.

**EMPOWER PEOPLE**  
**IMPROVE LIVES**  
**INSPIRE SUCCESS**





# 5 CULTURAL ASPIRATIONS



Citizen  
Focused



Growth  
Mindset



Leadership  
Everywhere



Work  
As One



Make A  
Difference





# Purpose, Value, Culture Leader Led Approach

- 3,800 team members provide feedback through the team member survey
- Over 4000 team members have participated in listening and working sessions so far



# Purpose, Values, Culture

## North Dakota Cabinet Agencies

Agency Values

Agency Strategic Priorities

Delivering on ND Core Missions

Delivering on ND Strategic Initiatives

With an aspire to Culture that supports our Purpose

Grounded in Values

Driven by Purpose

Value 1	Value 2	Value 3					
Priority 1	Priority 2	Priority 3	Priority 4	Priority 5			
Health, safety and security of all citizens	Attract, engage and retain workforce	Safely move people and goods	Empower through trusted information	Conserve, use and manage natural, recreational and cultural resources	Attract, retain, expand & protect wealth	Equip students (learners) for success	Stewardship of State Resources
Main Street	Behavioral Health	Reinventing Government	Transforming Education	Tribal Partnerships			
Work as One	Citizen Focused	Growth Mindset	Make a Difference	Leadership Everywhere			
Gratitude							
Empower people							

Great State of North Dakota

Work as

Citizen

### Culture Aspirations

to support our Purpose and Core Missions

Work as

Citizen

## Culture Aspirations

to support our Purpose and Core Missions

### Work as One

We understand that diverse teams working together across divisions and departments can bring all of the resources of our state to serve our citizens best. Being inclusive and sharing information provides a better outcome and is crucial to innovation.

### Citizen Focused

We strive to deliver the best service, with the right balance between technology and citizen facing time. With simplification at the core, we listen, design, create and deliver with citizens at the center of our work.

### Growth Mindset

We are curious. We learn from each other, finding the genius in what's been done, eager to improve upon it. We feel supported and have courage to take risks with accountability, learning and applying the learning as we move ahead.

### Make a Difference

We are focused on the impact of each activity, program and interaction using data and analytics to identify priorities and measure outcomes. Continually striving for improvement and impact, effort alone does not equal success.

### Leadership Everywhere

We lead by example, promote team spirit and hold ourselves and others accountable. We have gratitude, empower each other and view failures as learning opportunities. We are humble, transparent, focused, and trustworthy.

## Growth Mindset

We are curious. We learn from each other, finding the genius in what's been done, eager to improve upon it. We feel supported and have courage to take risks with accountability, learning and applying the learning as we move ahead.



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## Fixed Mindset

Knowers

I stick to what I know  
I don't like feedback  
When frustrated, give up

Where is our team on the continuum?

What actions can we take as a team to move further to the right on the continuum?

What strengths can we leverage as a team and where are we already seeing momentum?

## Growth Mindset

Learners

Challenges help me grow  
Feedback is constructive  
Effort is necessary

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# HR: IMPORTANT CONSIDERATIONS

Ensure an environment to attract and retain today's diverse job seeker (21<sup>st</sup> century workforce) and ensure knowledge transfer

Systems, processes, policies and tools needed to support and educate a distributed workforce

Investment in culture and development of leaders and team members will positively impact attraction, retention and engagement

Having unified HR practices will allow us to be more responsive, consistent and cost effective to better learn from and serve our team members and leaders

12% of our work force is currently retirement eligible, over 20% will be in the next 5 years

37% of the workforce is outside Bis/Man, and in 40+ locations in Bis/Man

100s of unique HR policies and practices throughout agencies

Culture (68%) and Leadership (56%) are the two lowest favorable categories in team member survey

2.6 %

Unemployment in ND

70 %

Estimated % of people in the US with a smart phone

#1

Reason employees leave is because of their manager





# Leader led culture transformation





A scenic landscape photograph showing a river winding through a valley. The river is surrounded by lush green trees and vegetation. In the background, there are rolling hills and cliffs with visible geological layers. The sky is blue with some light clouds. A semi-transparent dark rectangle is overlaid on the right side of the image, containing the text "Thank You" in white.

# Thank You