

HR and Building Culture

One Process

One Policy

One Decision...at a time!



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How HR can Help Reduce Turnover

- Mental Health and Wellness Support
- Leadership Development and Coaching
- Reduce Administrative Burden
- Offer Flexible Scheduling and Workload Adjustments
- Foster a Supportive Work Environment
- Recruitment and Retention Support
- Incentives for Retention
- Cross Training
- Provide Guidance on Regulatory Changes
- Create Peer Support Systems

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Culture is Built by Influencing..

1. Individual Behavior
2. Organizational Behavior (Systems, Processes and Accountability)
3. Leadership Behavior

Why is This Important?

- Because it shapes EVERYTHING:
- how people behave,
- how decisions are made,
- how conflicts are handled,
- and how work gets done.

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How can HR *Influence Behavior*

- **Recruitment and Selection** - By clearly defining and assessing cultural fit during recruitment, HR ensures that new hires are more likely to adapt to and reinforce the desired behaviors.
- **Onboarding and Training** - Teach new employees not only about the company's processes and policies but also about its core values, mission, and expectations. Emphasizes soft skills like communication, teamwork, and ethical behavior also promotes the right individual behaviors.
- **Recognition and Rewards** - Celebrate behaviors aligned with the organization's values. Whether through formal awards or informal recognition, reinforcing behaviors that are consistent with the culture motivates individuals to adopt and model them.
- **Personal Development Programs** -. Offering mentorship, leadership training, and career development ensures employees feel supported in embodying the culture.

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How Can HR Help *Shape* *Organizational* *Behavior*

- **Creating Clear Policies and Systems** - HR can build and enforce systems that reflect the desired culture, such as performance management systems that focus on collaboration, innovation, or customer/resident quality, depending on the organization's priorities. HR can ensure that policies and procedures promote transparency, fairness, and open communication.
- **Aligning Processes with Culture** – HR can design processes such as recruitment, promotion, compensation and performance management to reflect and reinforce the organization's cultural priorities.
- **Measuring and Monitoring Culture:** Employee surveys and feedback from staff can measure the health of the organizational culture. By regularly assessing how well employees are adhering to the desired behaviors, HR can identify gaps and take corrective actions as needed.
- **Promoting Accountability** - HR can help build accountability structures that hold employees and teams responsible for their actions in alignment with the organizational culture. This can include performance reviews, setting clear expectations, and encouraging a culture of feedback and continuous improvement.

How Can HR Influence *Leadership Behavior*

Leadership Development Programs - HR plays a key role in developing leadership programs that teach leaders how to lead in a way that is consistent with the organizational culture. For example, if a culture of inclusivity is important, HR can train leaders through coaching on emotional intelligence, communication, and conflict resolution.

Leadership Modeling and Communication - By ensuring leaders communicate the vision and values of the company clearly and frequently, HR helps create a sense of consistency in how the culture is conveyed across the organization.

Empowering Leaders to Make Cultural Decisions: -HR can support leadership by giving them the tools and resources to make decisions that align with the company culture. For example, HR can train leaders on how to handle situations related to ethical dilemmas, conflict resolution, and team dynamics in a way that aligns with organizational values.

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○ How HR can Integrate *The Forces* that Create Strong Culture

- **Coordinating with Leadership:** HR must work closely with leadership to ensure that cultural values are consistently communicated and modeled from the top down.
- **Continuous Communication:** HR should create open communication channels where cultural values are consistently reinforced in all levels of the organization. Regular updates, workshops, and discussions about culture ensure it stays a priority.
- **Providing Support Systems:** HR must develop systems that continuously reinforce the desired culture, including recognition, development, and feedback mechanisms that help employees at all levels align their behavior with organizational goals.

Benefits of Organizations with Strong Culture

. It Influences Behavior Without Needing to Micromanage

It Drives Engagement and Retention

It Outlasts Strategy

It Fuels Innovation (or Kills It)

It Shapes Leadership and Decision-Making