

Culture Matters

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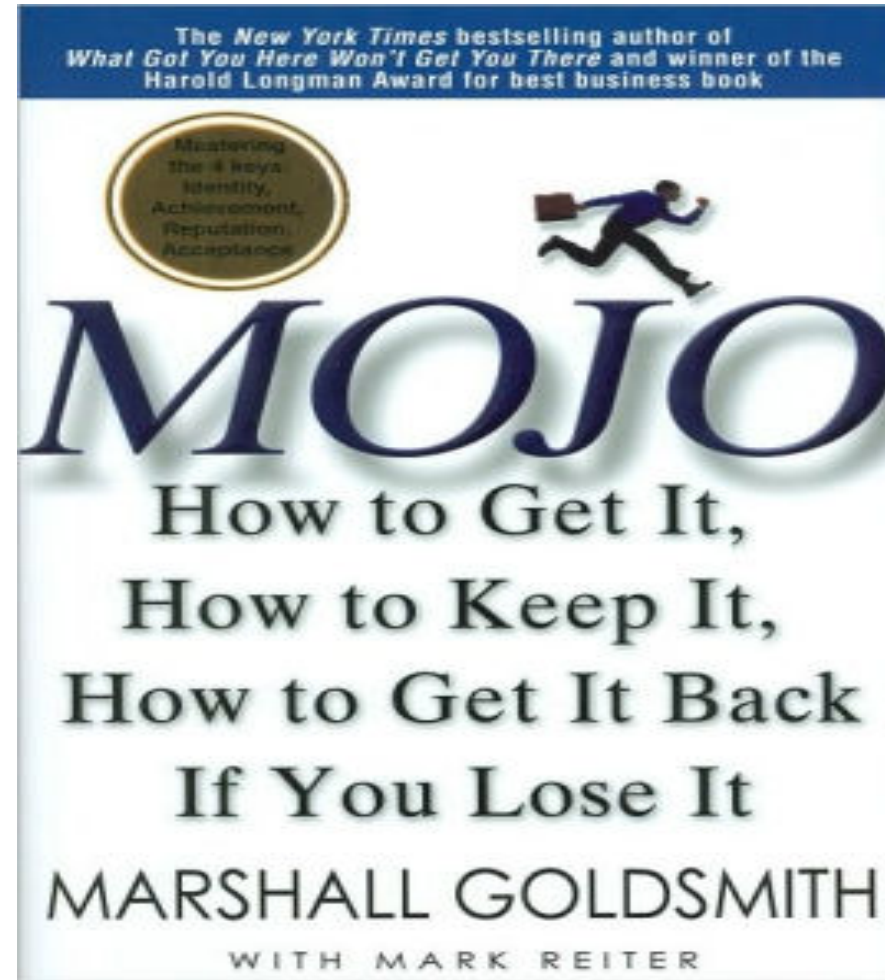
Coffee Coupon Story

- Vivian Chase





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Mojo

Mojo is that positive spirit-toward what we are doing-now-that starts from the inside-and radiates to the outside. Mojo is at its peak when we are experiencing both happiness and meaning in what we are doing and communicating this experience to the world around us.

Marshall Goldsmith



Overview

- Culture Matters: The Science of Care
- People Matter: Lead from Where You Are
- Vision Matters: Big Bold Ideas



What differentiates successful organizations from others?



Success has less to do with market forces and more to do with a distinctive, readily identifiable organizational culture



Special Sauce

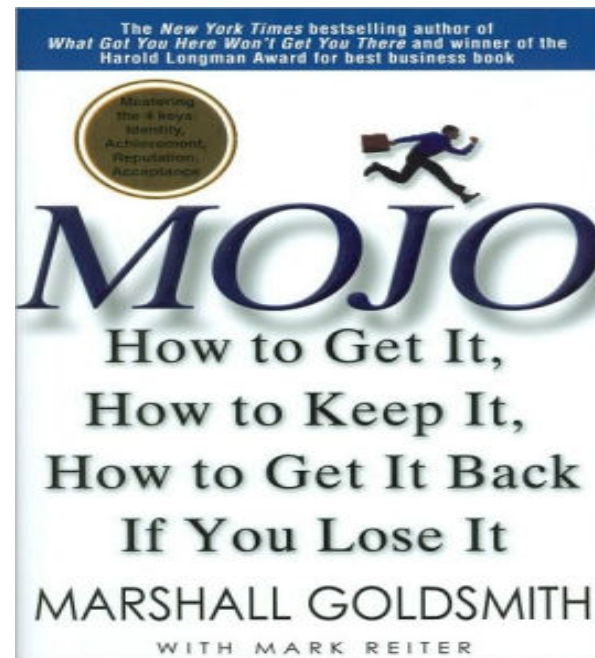
- Successful organizations have developed something special that supersedes strategy, market presence, and technological advantages.
- Highly successful organizations have capitalized on the power that resides in developing and managing a unique culture





A Strong Culture is:

- Collective identity and commitment that binds us together





A Strong Culture is: Value-Centered

Southwest Airlines Values:

- a warrior spirit
- a servant's heart
- a fun-loving attitude

IU Kokomo Values:

- “Community of Care” – Positive, Respect, Caring
- “Lead from Where You Are” - Empowerment: Everyone is a leader and encouraged to lead
- “Big Bold Ideas” - Everyone’s voice is heard and needed



IU Kokomo Culture

- Social glue that binds an organization together (Schein, 2010)
- “How things are done around here,” “The way things are”
- Provides unwritten and often unspoken guidelines for how to get along in the organization
- Usually best communicated and illustrated by stories



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IU Kokomo Culture

- People-Centered – everyone matters at IU Kokomo
- Provides a vision for the future – energizes us – mojo
- Is noticed and felt by others who visit the campus
- Is affirmed in our engagement survey and climate survey



How Did We Develop Our Culture?

It was a strategic effort that we shaped discourse around – it doesn't just happen

- Culture Audit – what is our current culture
- What do we want it to be?
- How can we get there?



Current: The Hierarchy Culture

- A very **formalized** and structured place to work
- **Procedures** govern what people do
- The leaders pride themselves on being good coordinators and organizers, who are **efficiency** minded
- Maintaining a smooth-running organization is most critical
- Formal **rules and policies** hold the organization together



What do we want it to be? Kinship Culture

- More **employee empowerment**
- More participation and involvement
- More cross-functional **teamwork**
- More horizontal **communication**
- **A more caring climate – culture of care**
- More recognition for employees



What do we want it to be?

Adhocracy Culture

- More employee **suggestions**
- More process **innovativeness**
- More thoughtful **risk taking**
- Tolerance of first-time mistakes
- More listening
- **Big bold ideas**

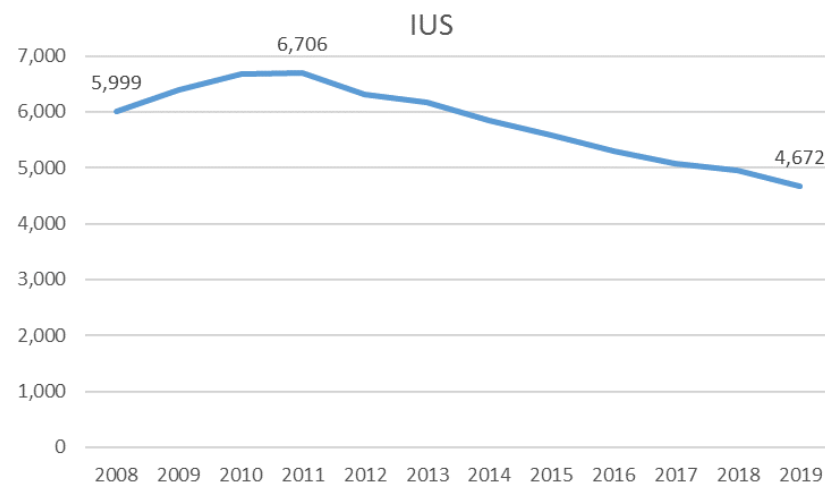
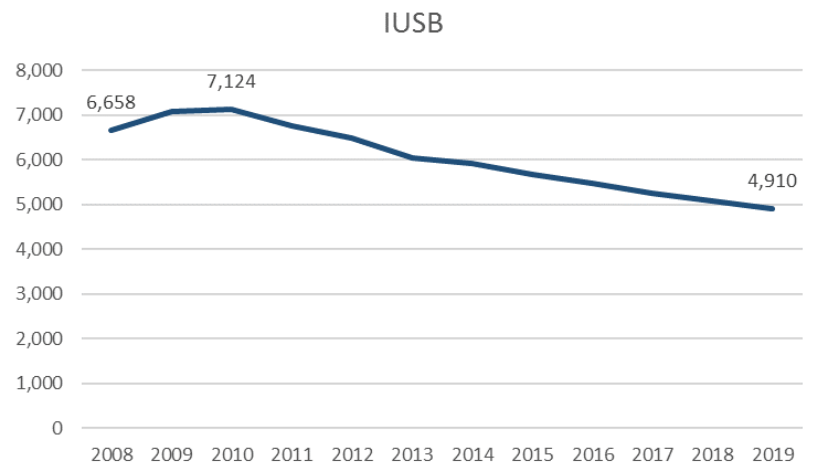
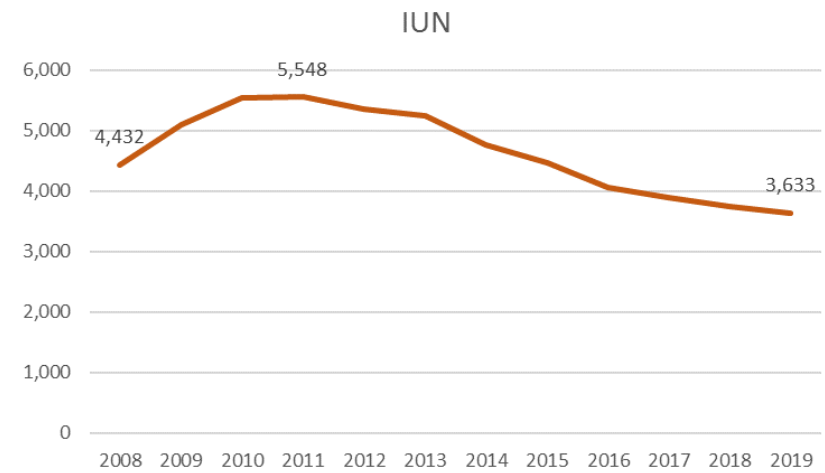
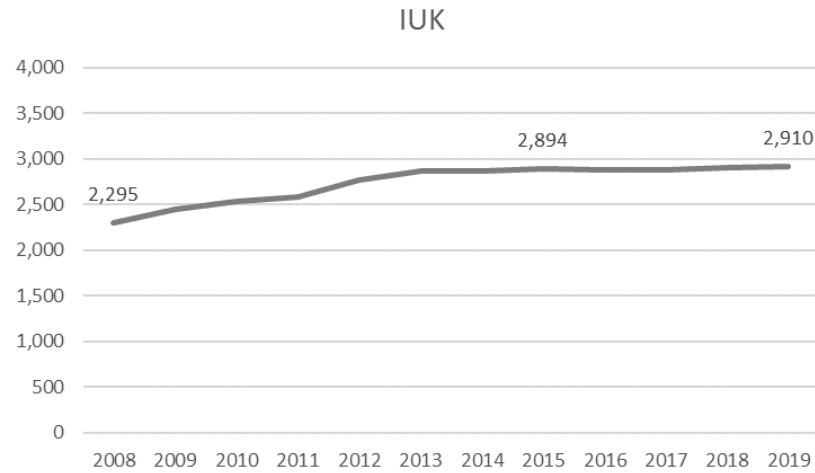


Demographics and the Demand for Higher Education

- Higher education faces a looming demographic storm. Decades-long patterns in fertility, migration, and immigration persistently nudge the country toward the Hispanic Southwest. As a result, the Northeast and Midwest—traditional higher education strongholds—expect to lose 5 percent of their college-aged population between now and the mid-2020s.
- Childbearing has plummeted – in 2026, when the front edge of this birth dearth reaches college campuses, the number of college-aged students will drop almost 15 percent in just 5 years.



IU Degree-Seeking Enrollment Trends





Culture of Caring/Support

- Personal well-being is at the center of who we are
- The word “care” in our world is a verb rather than a noun
- When was the last time you felt the people you work with (supervisor, department) demonstrated that they care about you?
- You need to know everyone’s narrative/story



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Maya Angelou



I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

Maya Angelou



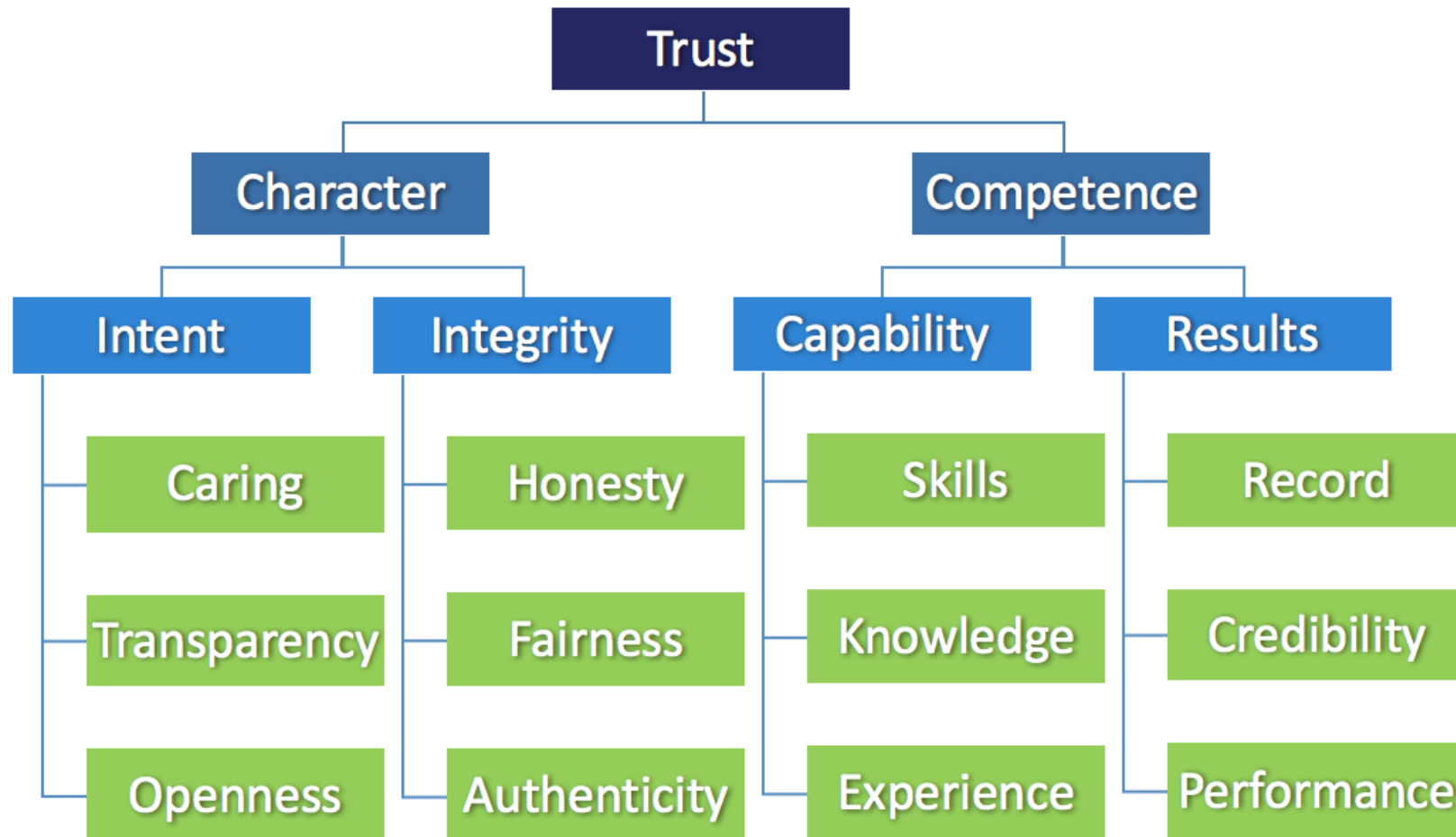
Science of Care

- Trust is strong
- Authentic leaders and coworkers – attention is a miracle
- Transparency
- Fairness
- Flexibility
- Opportunities to grow and learn
- Enriching job
- Recognition and reward
- Sense of belonging and inclusion
- Relationships that matter



Stephen Covey's Trust Matrix

The Speed of Trust





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**Authenticity is a
collection of choices
that we have to make
every day. It's about
the choice to show up
and be real. The
choice to be honest.
The choice to let our
true selves be seen.**

BRENE BROWN

christieinge.com



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Belonging



I can be authentic, I matter, and
am essential to my team.



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Relationships are Everything

- Think about this concept in your own life. If you need to find an auto mechanic, what do you do? You ask someone you trust and have a relationship with for someone they recommend. We interact with people every day, and we live our lives in the context of our relationships. This includes our work lives.
- What if you need some guidance on a work-related issue? Are you going to talk to the chief operating officer with whom you had one awkward conversation, or are you going to speak with a manager with whom you have worked multiple times and have a rapport? Relationships trump everything else.

“In Leadership, Relationships Matter Most,” by Frank Molinaro, *Forbes Magazine*



Without relationship, there is no trust. Without relationship, there is no extra effort. Day after day, people do not come to work for a time clock. They come to work with others. And for them to give anything other than the minimum, they must have relationships. The foundation of all relationships is what we say to one another both verbally and nonverbally.

I have made it my life's work to try to form meaningful relationships with those I spend hours with at work. It is the foundation of our success. See my calendar – lots of time, lots of effort.



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Leaders understand the ultimate
power of relationships.

— *Tom Peters* —

AZ QUOTES



Outcomes of a Caring Culture

- Mutual commitment to organizational goals
- Retention of employees
- Stress is manageable
- Don't feel the burnout
- Organizational citizenship is high – everyone pitches in because they want the organization to succeed
- Mojo – happiness + meaningful role in the organization



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Organizational Citizenship





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Mutual Commitment to Goals





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Mojo – Happiness - Relationships





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People Matter

- Meet with each employee twice a year – I choose to spend my time with people – my calendar
- HR Advice: Ask me what I think. Tell me what you expect of me. Say something positive about my work. Share information that will help me.
- Birthday party every month
- Campus convocation twice a year
- Appreciation station
- Campus parties
- Weekly newsletter that recognizes good work



“Lead from Where you Are”

- So where do you fit in?
- No one person can create a “culture” especially a “culture of care”
- Everyone is a leader and must lead from where they are
- What does that mean?
- You need to be engaged and take risks
- Leading is something you do, not something you are
- In return you need to be supported for your ideas
- A culture of “yes”



“Lead from Where you Are”

- Women’s Group
- Food Stations / nutrition lab
- Administrative summer fun day
- Landscaping
- Wooden benches throughout campus
- Navigator
- Kelly Student Center Door



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Vision Matters

Private School at a Public School Price

KEY Program

When you study at IU Kokomo, you enjoy **tons of experiences**, the kinds that both employers and students love. We care about your future, so we give you the KEY (“Kokomo Experience and You”): a four-year program of experiential education. Depending on your major, you might design a social media campaign for a community agency, help children in Guatemala, study fossils at the Field Museum in Chicago, present your research at a national conference, pick up career advice from professionals in Chicago, or immerse yourself in your art or writing in a retreat away from campus. The world is your classroom!



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Final Story

Tracey Trinoskey, second shift custodian met a family that was on campus after regular hours one evening. They had been to other campuses and just happen to stop at IU Kokomo on their way home to look around. Tracey gave them a tour on a Saturday, showing them all of our special areas and programs on campus. They returned with their Senior in High School the next week and enrolled her in classes. They were so impressed with the facilities and the special treatment they received from a person in a custodial position.



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“IT IS UNREALISTIC
TO EXPECT
EXTRAORDINARY
EFFORT + PERFORMANCE
WITHOUT
CREATING
AN ENVIRONMENT
WHERE PEOPLE
FEEL EXTRAORDINARILY
VALUED.”

Doug Conant