



*Connecting Professionals to
Amazing Culture*

If You Build It, They Will Stay



Allow me to introduce myself...

Kevin McDaniel





In 1163...



Two bricklayers were asked the same question. “What do you see?”

One responded, “I see stone. I’m a brick layer. This is my job...laying stone and brick.”

The second responded, “I see spires reaching to the heavens and millions of people coming to visit my cathedral for a thousand years.”

VISION



DID YOU READ THE TEASER?



Short-staffed. Short-tempered. Short-timer.

- If your practice is struggling to fill open positions and maintain morale as existing team members are doing more with less, Kevin has some encouragement for you.
- No one can solve the nation's staffing crisis overnight, but Kevin will share strategies for attracting, assessing, and aligning a workforce that can sustain and even grow your practice during stressful seasons.

CULTURE



Does this “Stuff” work in the Real World?



Coaching Ashley Furniture CaseGoods

- 2014 Winner Top Senior Marketing Representative
- 2014 Winner Top Performing Sales Team
- 2015? Still at the TOP!!!
- Top 5 Every Year!
- \$23M to \$84M in 8 Years
- **0% Turnover**





PEACHTREE ORTHOPEDICS

4 Years Straight

**TOP
WORK
PLACES
2022**



1. Chosen by their employees as the Top Place to Work in Atlanta for 4 years straight
2. Patient Satisfaction Scores: 95% Clinic, Surgery Centers 97%, , PO 96%
3. Employee Satisfaction Scores Went up 3% during Pandemic
4. Employees likelihood to recommend the company 90%

**NOTHING IS BUILT ON A GRAND SCALE.
EVERYTHING IS BUILT IN SMALL TEAMS.
ESPECIALLY CULTURE.
One stone at a time.**



LET'S BUILD A LITTLE CULTURE...RIGHT NOW

Raise your hand and repeat after me...I, (state your name in full) agree to participate in Kevin's games today wholeheartedly, without reservation or mental evasion...so help me, me.

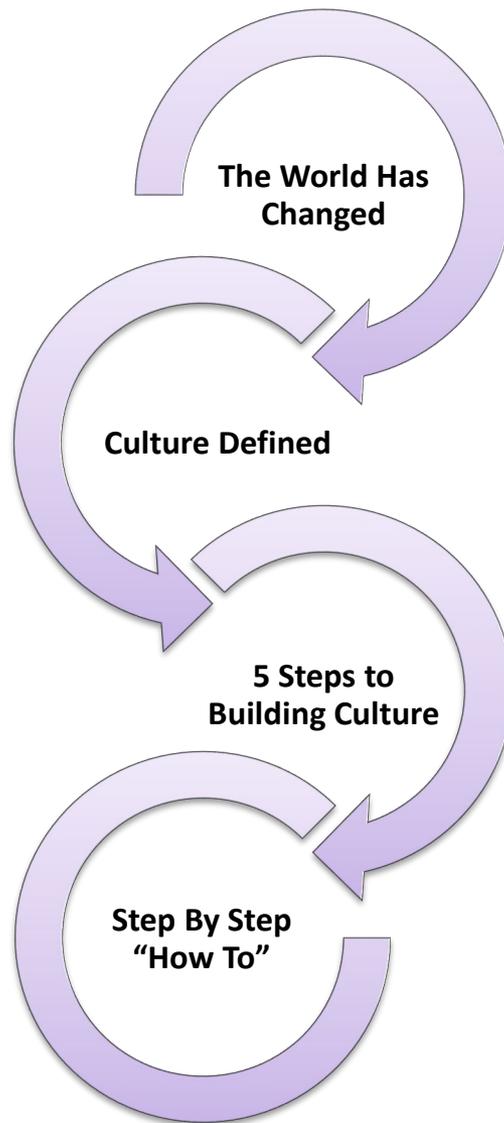


Big People Need To Come and Get Some Love Too...Even At Work





ROADMAP for TODAY





WE WILL COVER TOPICS LIKE...

- Hiring challenges
- Doing more with less
- Building “I Love Working Here” Culture
- Screening candidates for a “best fit” for a Leader and/or a Team
- Decreasing turnover
- Keeping your talent



The World Has Changed





The World Has Changed



- 1. Employees and Job Seekers more “in charge” than ever before.** Ex. In Real Estate...Buyers market
- 2. There are a record number of roles and positions available at all levels.** EX There are currently more Job Postings than people on unemployment.
- 3. Some call this the “Great Resignation” or the “Big Quit”**
 - It’s not the younger generation. It’s the 30-45 year olds according to US Bureau of Labor Statistics.
 - People are unfulfilled, burnt out
 - Staying at home versus paying expensive childcare. Enjoyed being home with kids during pandemic.
 - Fear of getting COVID. Some will only work if its “from home”.
 - There are still some schooling concerns keeping people at home.





The World Has Changed



What are Job Seekers reading and being told?

1. Hold out for your dream job or a job with more pay.
2. Make more money...now.
3. Work from home. Stop your commute. 70% of workers want to work from home.
4. Expect a hiring bonus.

Note: Even with all the extrinsic advantages being offered to job seekers they are still not returning quickly to work. Intrinsic motivation wins. Culture will triumph in any market.

Pardon me...***LOVE WINS.***





...is this current market trend will work to the advantage of those willing to take specific steps to build...

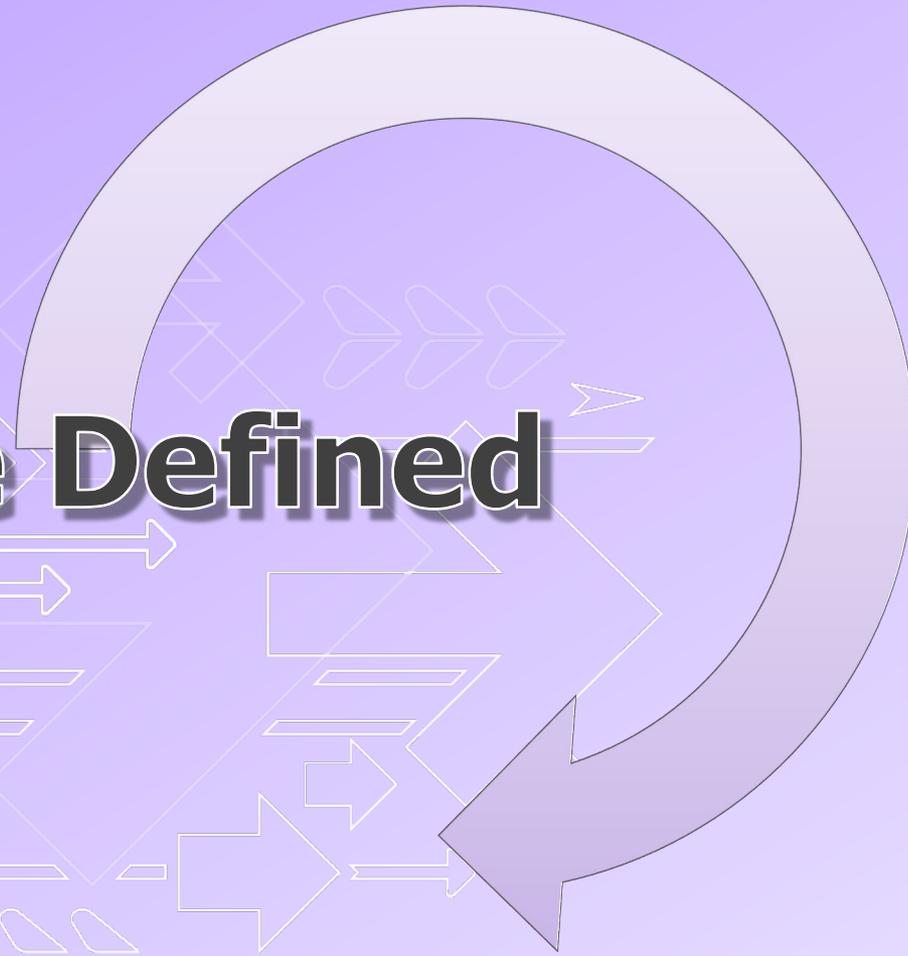
**An Amazingly Caring,
Highly Productive
CULTURE.**

A great culture cannot be constructed without both *Care* for people and *Commitment* to the Company Mission.





Culture Defined





Official Boring Definition: Culture is the environment that surrounds us all the time. A workplace culture is **the shared values, belief systems, attitudes and the set of assumptions that people in a workplace share.** This is shaped by individual upbringing, social and cultural context.





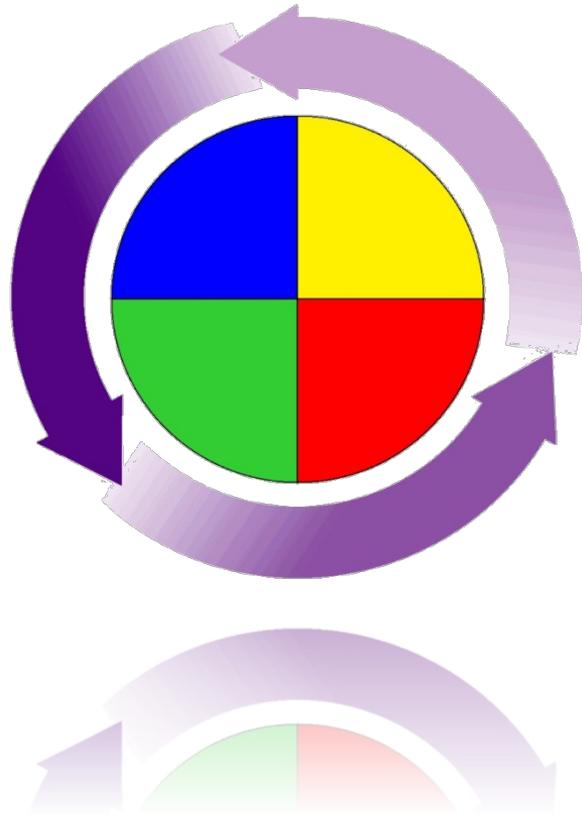
CULTURE DEFINED part deux



Culture is:

- ❖ What it feels like to be here
- ❖ Working for leaders you like and respect.
- ❖ Having fun with peers and the “boss”
- ❖ Having someone who cares about your professional growth and advancement
- ❖ Loving where you work.
- ❖ Looking forward to coming to work.
- ❖ Not having to go on vacation to relax and enjoy your life.
- ❖ More than working for \$ so you can do what you want.
- ❖ **CULTURE LOVES OUR DIFFERENCES AND DIVERSITY!**





A *WEapproach*[™] is the conscious effort and strategic practice of embracing the full Emergenetics spectrum of thinking and behavior preferences to replicate the strengths of a natural *WEteam*[™].



A LESSON IN CULTURE FROM GEESE





A LESSON IN CULTURE FROM GEESE

When CULTURE IS STRONG...

- **Arrive Faster at Goals:** The TINY Pulse Employee Engagement & Org Culture report surveyed more than 200,000 geese. Participants reported that having the respect of their peers was the #1 reason they go the extra mile at work.
- **Less Burnout:** Gallup Poll of 7,500 FT geese found 23% employees feel burnout “very often or always”. Another 44% feel it some times. What helps? 2 Main Factors:
 - Support from peers / “sharing the load”
 - Knowing your “boss has your back”

There is no limit to what can be accomplished when we combine our strengths and work together. CULTURE WINS!



When CULTURE IS STRONG...

- **Stronger through Shared Leadership:** Research (Medici Effect) affirms that thinking and behavioral diversity is a “pathway to unlocking new opportunities, overcoming challenges and gaining new insights.” Emergenetics (Thinking and Behavioral Diversity) and the McKinsey Company (age, gender, ethnicity diversity) affirm 28% & 35% productivity increase respectively in diverse teams.
- **Happier:** A survey of 1,000 geese across a range of industries found when honest feedback, mutual respect, personal openness were encouraged geese were 80% more likely to report being happy and there was an associated 20% rise in productivity.

There is no limit to what can be accomplished when we combine our strengths and work together. CULTURE WINS!



CULTURE WINS!



1. Employees with a strong connection to their organization's culture show higher levels of engagement.
2. Engaged employees are more likely to refer friends to their organization.
3. 71% of workers say that they use referrals from current employees of an organization to learn about job opportunities.
4. Great Cultures win the best talent for two reasons.
 - a) *Strong cultures create employees who are brand ambassadors. EX: Surveyed employees at a client (10 to be exact) all of whom said something to the effect of “I have a great boss.”*
 - b) *“Talented” people want to work for organizations with strong cultures. They are looking for workplaces that have a brand, mission and values that resonate with them personally – and develop and invest in their talents. (GALLUP)*



5 STEPS TO BUILDING An AMAZING CULTURE





Step 1: The Company Mission is Our Mission



1. What are we talking about...world class patient care with profitability driven by aligned performance and action.
2. There is NO CULTURE unless we are on our mission.
3. Mission gives culture it's "why".
4. Is the mission challenged by "having to do more with less"?





Step 1: Doing More With Less



1. **YOU FIRST** Put the oxygen mask on you first. Taking care of you is not the selfish act here. 50% of your time should be spent leading yourself.
2. Take an **Inventory of your Time Usage** by Time Quadrant. How much time do you spend doing things that you don't have to do?
3. **Delegation:** What can you offload and entrust to someone else? What could they offload? Use this as a training and leadership development opportunity.
4. **Automation:** What reports or other activities could you automate that would save you time monthly?



Step 1: Doing More With Less



5. Critical Choices: What could you stop doing that would not break the company? What could others stop doing? Taking an inventory of items like this could create tremendous efficiency. DME Director found about 15 hours a month doing this.

6. Say “NO”: Everyone is somewhat unique here. But, find your pathway to say “no”. Be nice. Say “No”. Be respectful. Say “no”. Find a way to say “no” to your physicians. Sometimes that is a “yes” and it is professionally delegated to someone else.

7. Triage your email. Train subordinates to stop sending info you do not need. Stop answering email that is urgent but not important for you.

8. Reevaluate How Work Gets Done.

- a) Where do your talent gaps exist? How are they being filled? Have you ever completed a skills inventory?
- b) How might training cross functional skills help ?
- c) Ask “who has the knowledge to get this done versus what are their current responsibilities?”
- d) EX: One medical group “borrowed” from other departments to address gaps. Once we “reconciled deadlines” and bonus expectations for the lost hours for the giving department everyone was happy.



Step 2: Live Out Supportive Culture



CULTURE IS A PRIORITY FOR EVERYONE!

1. The Culture conversation starts in the first interview.
2. Do you have a company newsletter?
3. Highlight leaders and rank and file employees who go the extra mile to serve, help and support their fellow employees.
4. Play some culture building games or activities :
 - a) Like secret encouragers or
 - b) Have the boss(es) go on office by office specific “job well done” tour.
 - c) Give a monthly award for Acts of Kindness or ...
 - d) Highlight productivity with an award.





Step 2: Live Out Supportive Culture



What does your TEAM want to work on as a TEAM?





STEP 2: Live Out Supportive Culture



Team Diagnostic: Real Work Situations

Team Performance Potential Survey

SCALE: 1 = Never 2 = Rarely 3 = Sometimes 4 = Regularly 5 = Always

Team Mission

- | | | | | | |
|--|---|---|---|---|---|
| 1. We usually have a team mission or purpose statement. | 1 | 2 | 3 | 4 | 5 |
| 2. We periodically review our team mission or purpose as a team. | 1 | 2 | 3 | 4 | 5 |
| 3. We periodically update our team's purpose in the business. | 1 | 2 | 3 | 4 | 5 |
| 4. All team members know our team's mission. | 1 | 2 | 3 | 4 | 5 |

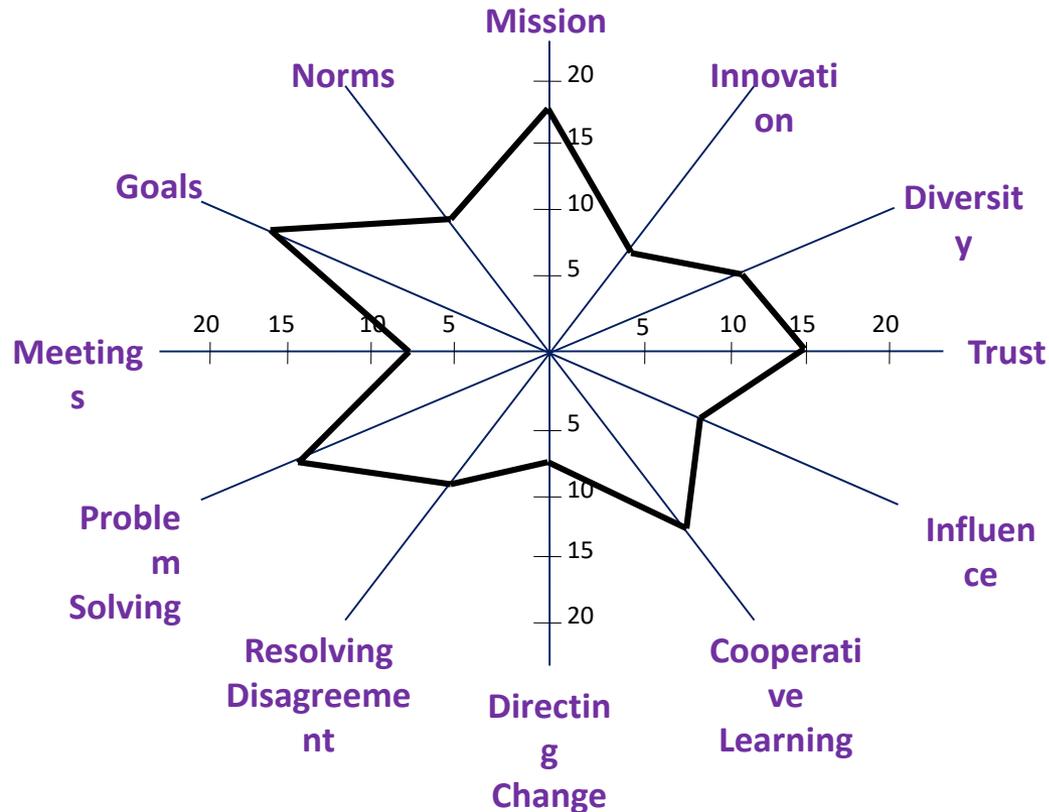
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Step 2: Live Out Supportive Culture



What does your Team feel like they need/want to work on?





Step 3: Select/Hire for *BEST FIT*



Hiring is a bit of a crapshoot. “They say” Las Vegas was built on 4% odds...pretty impressive.

What do we want to do in your hiring practices?
We want to shift the odds in your favor.





Step 3: Hire for *BEST FIT*.



1. Always hire for competency.
2. Always hire for a BEST FIT for You, a Specific Leader and/or a Specific Team.

Who is going to help support you professionally with efficiency while having the most fun possible at work. Hire them.

How do you do this? You must be able to see the Thinking and Behavioral Diversity on your team.





Step 3: Hire for *BEST FIT. How to...*

Emergenetics

Measure

Thinking and Behavioral

Diversity

Create a Whole Emergenetics

Team

Who's already on the Team?



EMERGENETICS® | GROUP

SAMPLES - APRIL 18, 2011

HOW YOU THINK: PERCENTAGES

ANALYTICAL = 37%

- Clear thinker
- Logical problem solver
- Enjoys math
- Rational
- Learns by mental analysis

STRUCTURAL = 18%

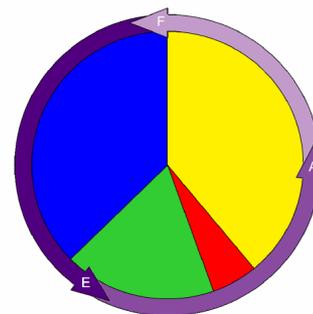
- Practical thinker
- Likes guidelines
- Cautious of new ideas
- Predictable
- Learns by doing

CONCEPTUAL = 39%

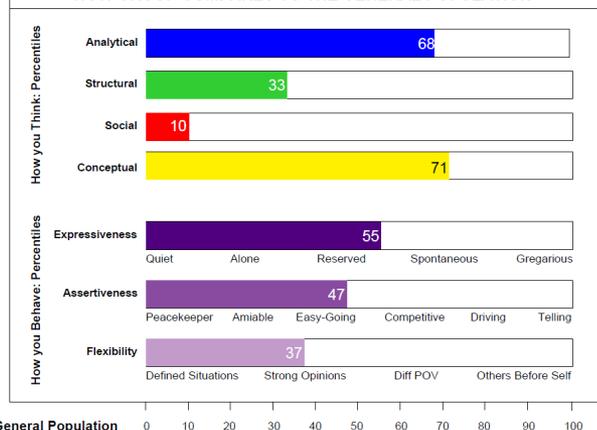
- Imaginative
- Intuitive about ideas
- Visionary
- Enjoys the unusual
- Learns by experimenting

SOCIAL = 5%

- Intuitive about people
- Socially aware
- Sympathetic
- Empathic
- Learns from others



HOW GROUP COMPARES TO THE GENERAL POPULATION

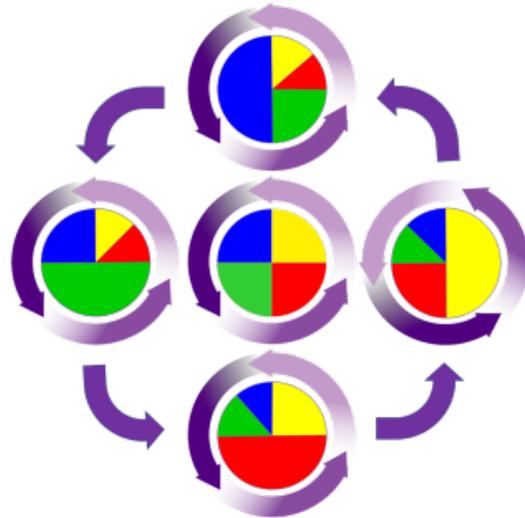


Emergenetics, LLC, 1991 2010.

Geil Browning, Ph.D. / Wendell Williams, Ph.D.



A brain trust composed of individuals who collectively represent all of the Emergenetics preferences, both thinking and behavior.

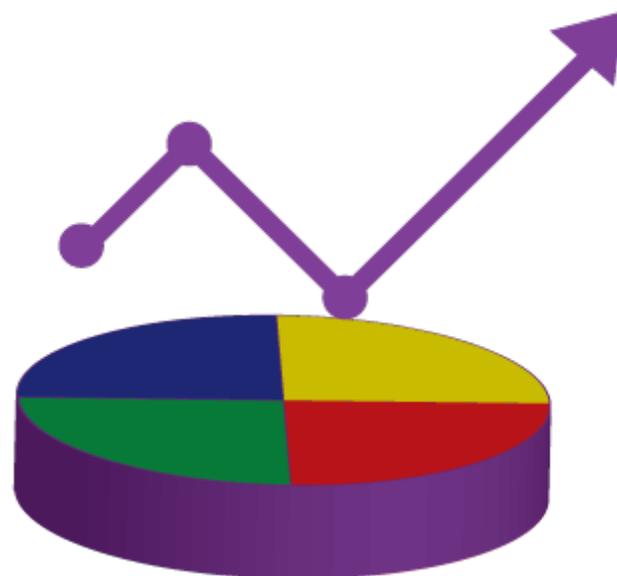




DEFINING THE POWER OF WE



The Power of WE is the state of peak performance that teams achieve by honoring all Emergenetics attributes—both thinking and behavior.



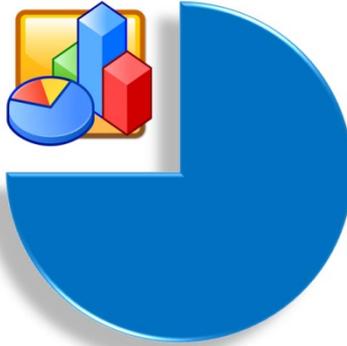
THE POWER OF 



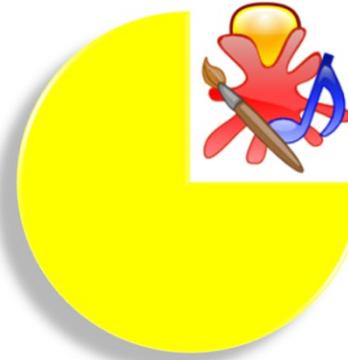


THINKING ATTRIBUTES & GOAL SETTING

- Objective
- Questioning
- Rational
- Thorough
- Factual



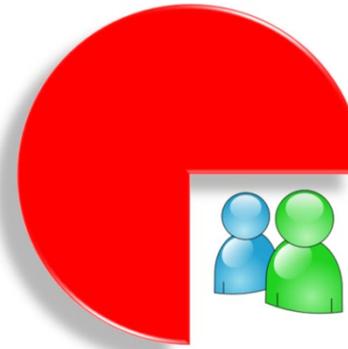
- Inventive
- Original
- Seeks change
- Experimental
- Intuitive about ideas



- Disciplined
- Organized
- Methodical
- Traditional
- Follows rules



- Sensitive
- Thoughtful
- Friendly
- Supportive
- Caring

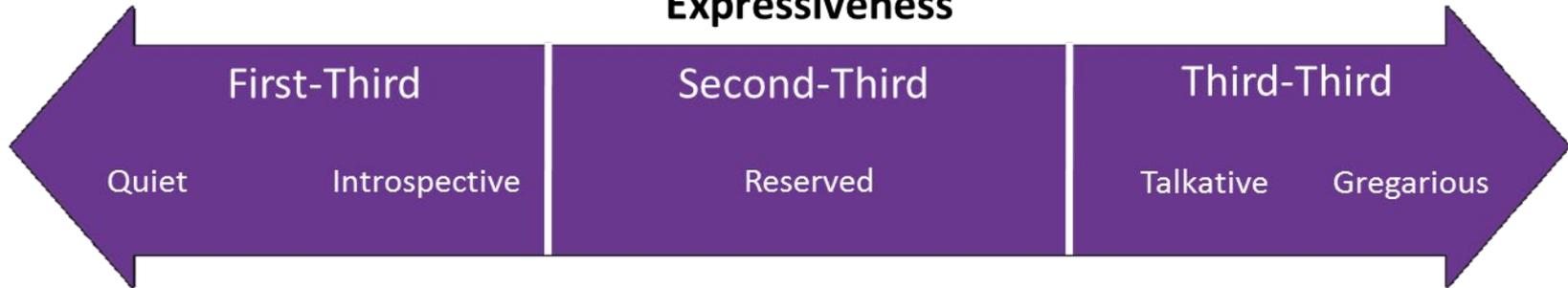




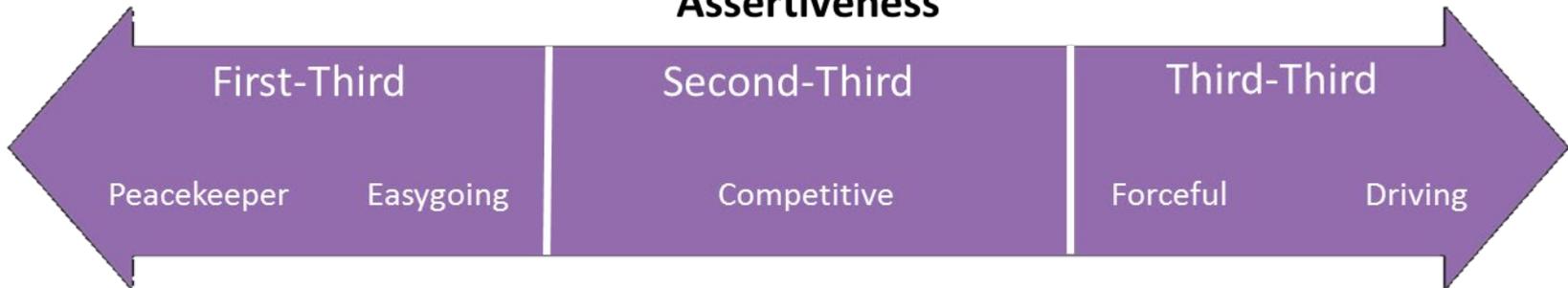
YOUR BEHAVIOR ATTRIBUTES



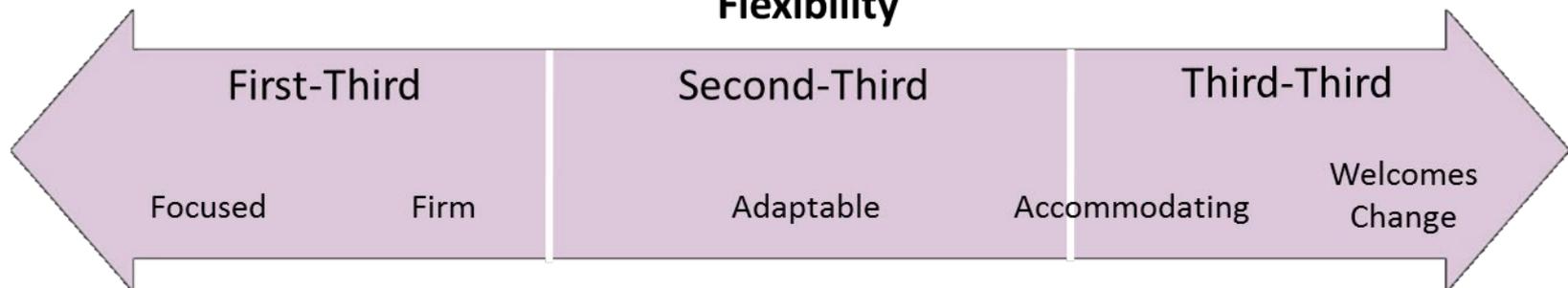
Expressiveness



Assertiveness

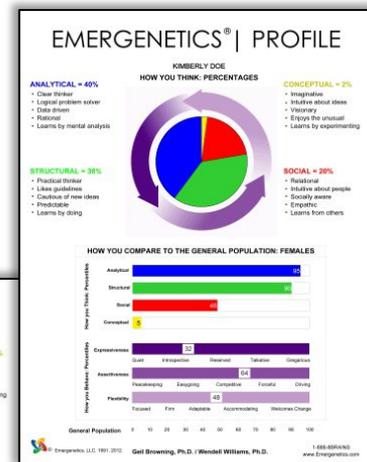
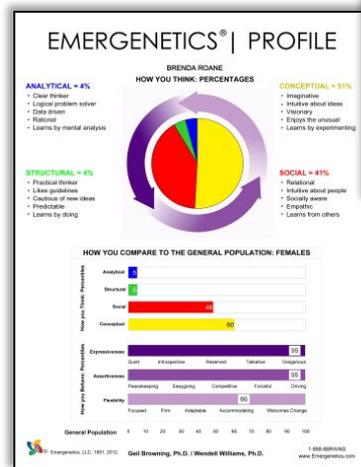
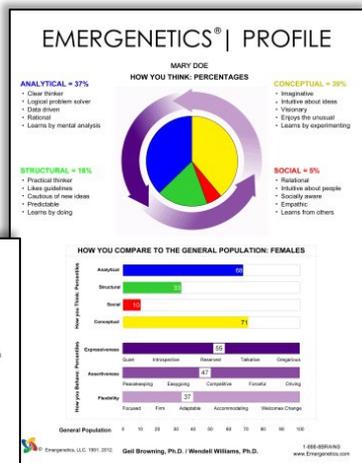
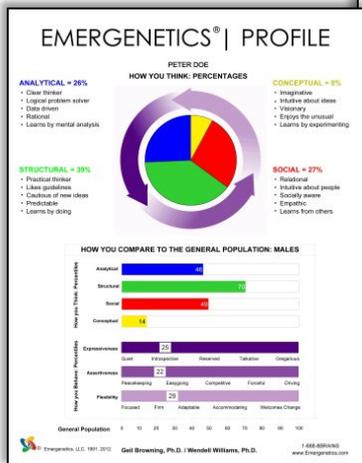
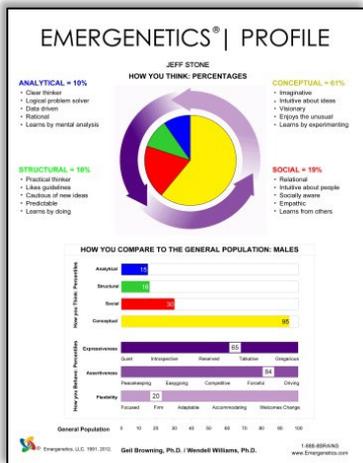


Flexibility





And...You Have All Kinds of People



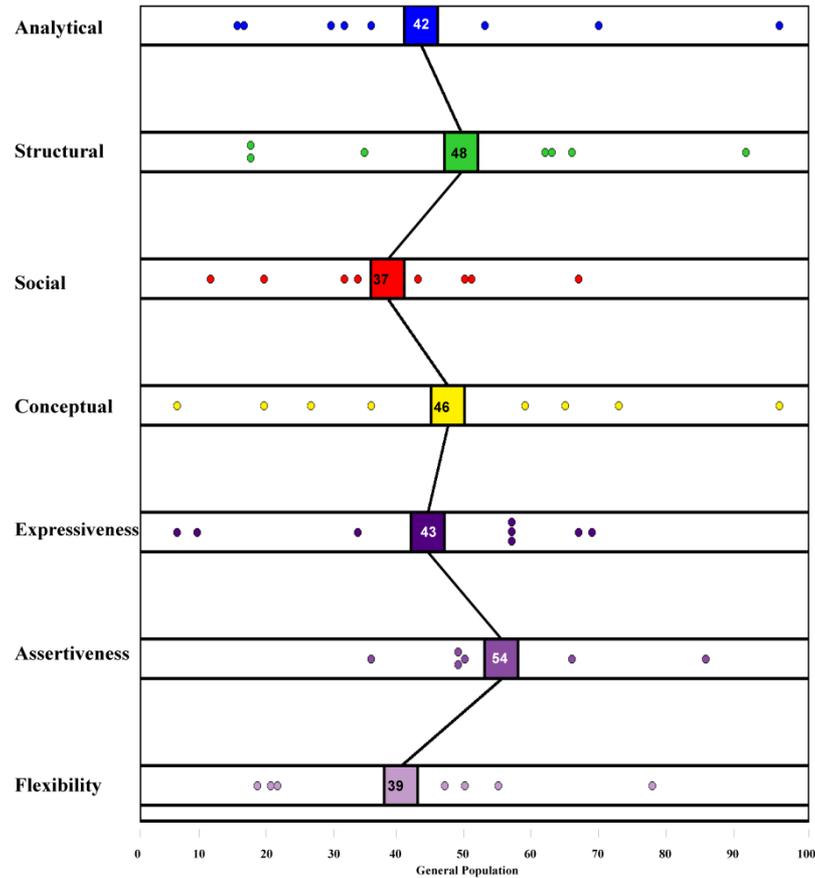


Build Towards the Middle



Emergenetics® Combined Scores

SAMPLES - December 3, 2012





NOW...How Do We Select?



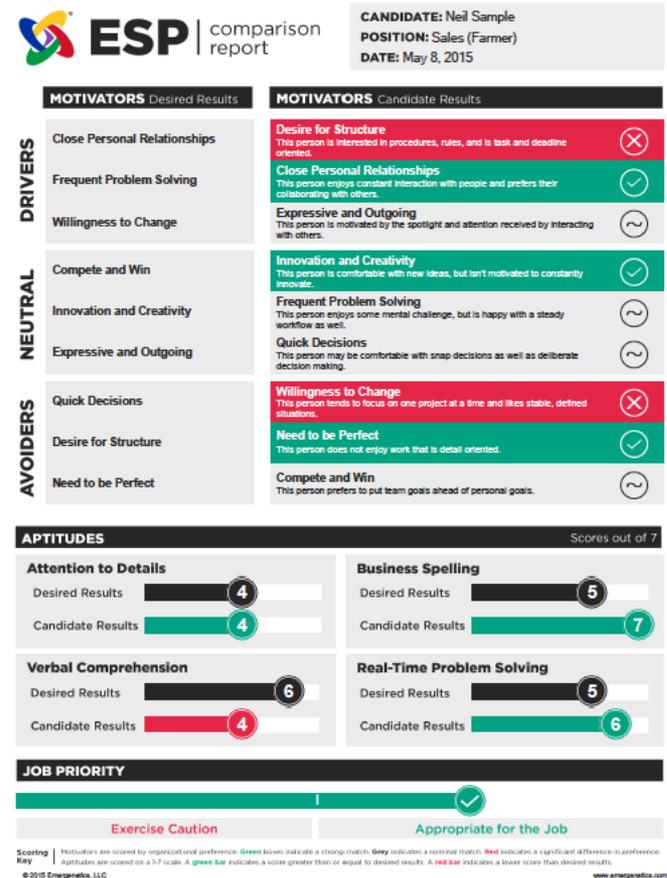
ESP or the Emergenetics Selection Program

1. Design profile based on Desired Results for Motivators & Aptitudes.
2. Leaders hired with ESP last longer and rise into positions of leadership faster.

EX 1: Hired managers that “like People”

Ex 2: Hire financial folks with “Desire For Structure”, ‘Attention to Detail’...

EX 3: Hired Analytical/Structural COO to fit Conceptual/Social CEO.





Step 3: Hire for *BEST FIT*...ESP SUMMARY

1. Design BEST Fit by Motivator and Aptitude rankings.
2. Place it in the ESP Dashboard.
3. Candidates are asked to complete and online assessment.
4. Now, ESP becomes a 2nd or 3rd Behavioral Interview insight tool. Hire them and it is an onboarding tool.

Why Use a Tool Like ESP?

1. Decreased cost and training time.
2. Reduced turnover.
3. Weed out “more” potential bad hires.
4. New hires are more productive faster.
5. Better quality of work.
6. Increases in morale and therefore ...productivity.



WindRiver Strategies



STEP 3: GALLUP DATA



According to [GALLUP] analysis, when companies select the top 20% of candidates based on a scientific assessment, they realize:

- 41% less absenteeism
- 70% fewer safety incidents
- 59% less turnover
- 10% higher customer metrics
- 17% higher productivity
- 21% higher profitability



WindRiver Strategies



Step 4: Communicate Crystal Clear Expectations by Role



1. There's the Job Description then there's what actually happens during a day.
2. Communicate the plan for people then overcommunicate it. Conversations begin to degrade almost at the moment they conclude.
3. Is there a project? What are acceptable and specific outcomes that are wanted?
4. Most everyone wants to know that what they are doing matters and how it fits into the success of the overall plan.





Step 5: Create a Coaching Culture



A coaching culture is a place where authentic leaders and managers help people to grow, thrive and perform through effective conversations and honest feedback underpinned by trust.

How to start?

Set the example and ask your reports “ How do you like to be worked with? How can I do a better job supporting you?”

1. You can't ask this and get mad at what you hear.
2. Act quickly and wholeheartedly if you can. Make their answers meaningful by your action.
3. Set up a time for them to follow up with how you are doing.



WindRiver Strategies





Step 5: Create a Coaching Culture



A coaching culture is a place where authentic leaders and managers help people to grow, thrive and perform through effective conversations and honest feedback underpinned by trust.

Hopefully, they ask you the same question:



“How do you like to be worked with? How can I do a better job supporting you?”

1. Be prepared to answer.
2. Don't give them a huge list. 1-2 things is enough.
3. Set up a time to follow up.





Step 5: Create a Coaching Culture



Retention & Keeping Your Talent +

1. People need constructive criticism in an environment of authentic concern and support for their well being.
2. Studies show people want to know “where they stand”.
3. PLUS Do you know who you “don’t want to lose”?
 1. Pay them on the high range for the position. Don’t lose a star because of money.
 2. EX: 4 physician medical group could not pay everyone on the high side of benchmarks. But, they identified 6 people they couldn’t lose.
4. Offer competitive benefits.
5. Expand Staff Development:
 - a) Invest in the people you have. Consider training and tuition reimbursement.
 - b) Put career goals within reach or on a pathway.



WindRiver Strategies





STEP BY STEP "HOW TO"





Step by Step “How To”



WindRiver Strategies

1. Consider working with an Executive Coach to support the cultural advancement you want and having them assess your need in regards to culture. You can always start with an assessment.
2. Use Personality assessments to understand your team. This can support eliminating thinking and behavioral bias thus allowing people to be their best. We document 28% rise in productivity with “on the job” respect.
3. Engage in 2-3 workshops annually to maintain focus on cultural shifts and productivity. Workshops like:
 - Meeting of the Minds: Introduction to everyone with fresh perspective based on Thinking and Behavioral Diversity
 - Power of a Team & Team Performance
 - Team Mission
 - Building Trust
 - Managing Change
 - Conflict Resolution
 - Goal Setting
 - Time and Email Management +++++





My Girls Softball Team... *The Marlins*





My Girls Softball Team... *The Marlins*

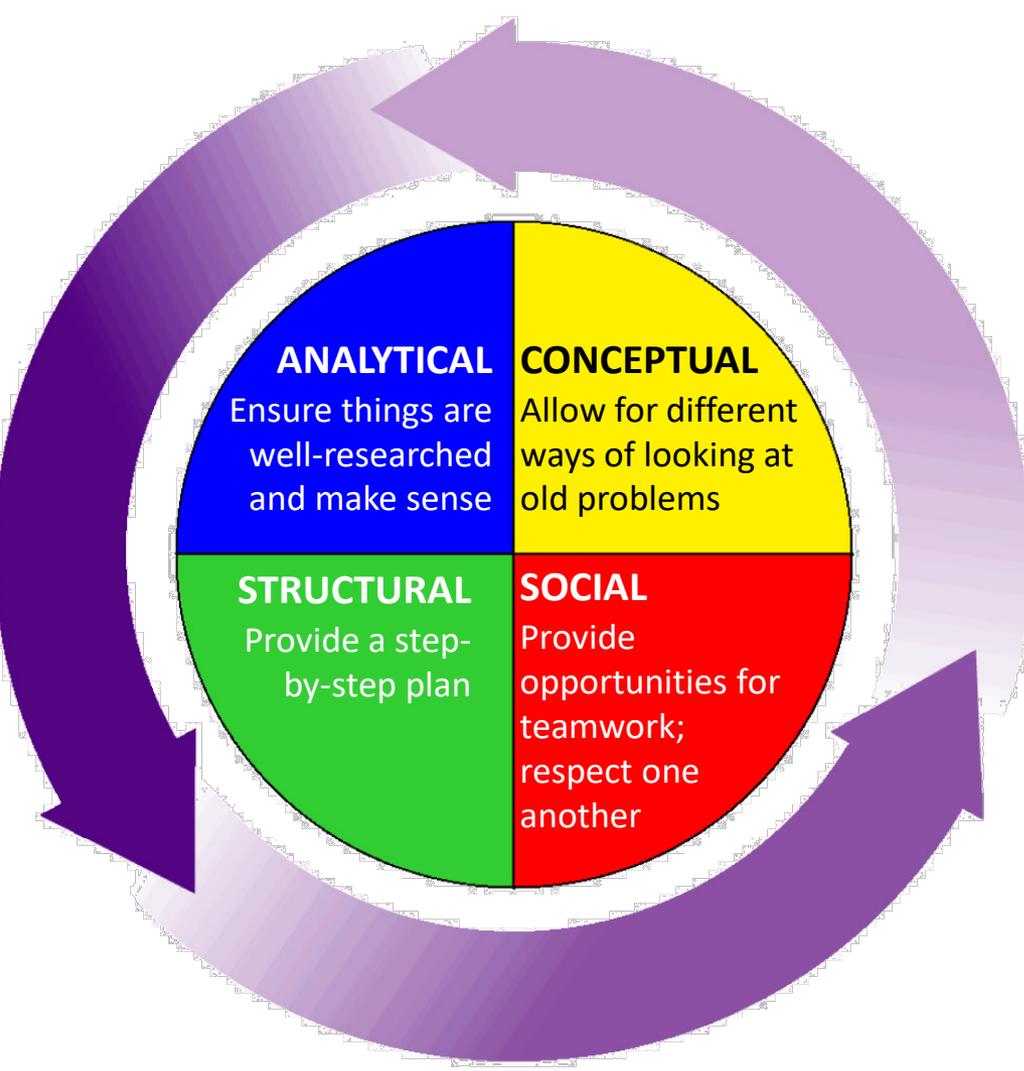


- Lost our first game 49-6 in 7 innings. “Coach we’re in the wrong league. These girls are huge teenagers.”
- Played a 12 game season and lost our first 6 games. Then, victory!!!
- Went 0-6 then played everyone again and went 4-2.
- Focused on:
 - Progress
 - Developing skills
 - Encouragement as the girls “git better”
 - We partied after every game and practice! Celebrated improvement. They loved practice! Made games and practice a BLAST for the parents.
 - Asked our girls, “How can I help you get better?” “Am I doing a good job as coach?” They answered:
 - Pitcher wanted a longer warm up before the game.
 - Several girls were afraid of ground balls...worked on it with them.
 - Batting:
 - Those who were missing the ball we worked on contact.
 - Those who were hitting we worked on hitting with power.

Every team made the playoffs. Won our first game. Won our second game. Lost to the team that beat us 49-6...24-22.



CREATING THE RIGHT CLIMATE to SUCCEED



EXPRESSIVENESS
Give room for internal and external processing

ASSERTIVENESS
Find balance with the need to keep the peace and the need to drive forward.

FLEXIBILITY
Be focused in decision-making but allow for healthy changes in approach.





FINAL REFLECTIONS

QUESTIONS?





THE POWER OF WE



THANK YOU!





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