

EMPLOYEES TOGETHER

# DESIGN WORKPLACE CULTURES

THAT EMPLOYEES  
& EMPLOYERS LOVE

*A PROCESS GUIDE*

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Employees Together

# Design Workplace Cultures

That Employees & Employers Love

The Art and Science  
A Process Guide

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Dan McDonough  
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Academy of  
**Culture Ambassadors**

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## PURPOSE

This guide is a culmination of years of ideas, research, development, and experiences that apply remarkably well to today's most important business topic: workplace culture.

In just a few years there have been boundless numbers of books, papers, blogs, and conferences related to workplace culture. Many are redundant. Most start with: "5 or 10 ways to...". To our knowledge, none have been published as a practical guide including what we call "positive essential elements of workplace cultures".

This guide presents a process for creating and maintaining an exceptional workplace culture that employees together create and own.

Please note this. A different purpose may take advantage of the process described in this workbook. The issue addressed in the World Café sessions could easily vary. A good example might be to arrive at company values or behaviors. It might be useful to have such a preparatory session prior to starting with the focus on the broader group of essential elements.

## AUDIENCES

**Professionals within Companies:** These persons are practitioners most likely in Human Resources or Organizational Development.

**Consultants:** Consultants bring skills and knowledge to the table. The starting point is "We need to do something about this situation." In consulting, there is a need to accomplish a specific task or objective. Examples of these situations may be: finish a major project, implement a change, integrate teams from merging companies, etc.

While consultants do ask questions, it's not specifically to enable the client to explore. Rather it is so they can provide better answers. Their most powerful tool is their knowledge of the content and their technical skills. Again, it's centered on the task, not the individual. (this and the coaches piece is from <http://leadershipintelligence.com/team-coach->

[ing/coaching-vs-consulting-an-executive-whats-the-difference-and-what-will-benefit-you/](#))

**Coaches:** Coaches start from a perspective where there is nothing “wrong” with the individual. It’s not about correcting or remediating; it’s about helping them get to the next level, whatever that level may be. The coach works with the client to establish where they are now, and what they need to do to keep moving towards their objectives. It’s really about what the person’s goals are and what resonates with them. The question is the coaches most powerful tool. By asking thoughtful, targeted questions, they coaches allow the client to explore – and to grow.

**Leaders of People:** There is total agreement that great workplace cultures start at the top. Without savvy and skills from leadership, it is unlikely that an exceptional workplace culture will be sustained or even attempted.

**Professors:** College classes on workplace cultures are few and far between, even though every student will someday be an employee and/or employer. The essential elements section of this guide is an excellent foundation for such a class.

The Academy is interested in student involvement for its events and projects. One example is the WISDOM FOR MODERN WORKPLACES annual retreat. Registration fees are waived to encourage students to participate . Then there are the quarterly meetings throughout the numerous cities with active Culture Ambassador Chapters; these meetings are free to chapter members and offer a wonderful way for students to learn about workplace culture in the real world while also networking with potential employers.

**Academic Administration:** Mission critical to every university and college is community support. The Academy offers a unique opportunity for collaboration around what is today’s most pressing topic in business. Opportunities for collaboration with the Academy include guest lecturing in classes, adjunct faculty, workshops, internships, research projects

for students, participation in Chapter meetings, and networking with business leaders that could lead to employment opportunities.

## OUR APPROACH

Discovering how to create an exceptional workplace culture is a collaborative, creative, and facilitated process. This process best evolves from a brain trust group such as a group of employees. We provide the structure and guidance but the group itself does the development. We don't give lectures on tools, what needs fixing, or why "we can't". We don't suggest, "what comes first". We don't bring up the worn out term "best practices". We don't tell you what your company should do. We have no PowerPoint slides! We don't even bring a computer.

Our process is simply and intuitively grounded in the theory and practice of essential elements for employee and employer success. As a group, we explore the positive elements for a great workplace culture. This is consistent with the powerful influence of Positive Psychology, the most important discovery for business management in the past 10 years.

The data comes alive with an onsite person fashioning graphic recordings in words and images. It is delightful to watch the artwork unfold on 4 x 7 feet sheets of paper. The results are captured in photos for recalling the day's data, sharing with others who were not in attendance, and using for future reference.

The words "stages in the process" are mentioned later. There are four related but different stages during the one-day essential elements process: (1) Features of a healthy workplace (2) Essential elements for a healthy workplace (3) Ways to achieve each final selected essential element and (4) Mock presentations for management team on actions to implement.

# OUTPUT

In one day of time, it is not possible to arrive at a detailed action plan for an actual company. However, the process delivers much of the data needed along with employees ready to participate in preparing and implementing an actual plan. In the section on Workshop Options, options are suggested to the one-day event.

Camaraderie surfaces as the unwritten deliverable of each workshop. Participants working shoulder to shoulder pour out their best ideas and plans to shift their everyday culture as well as shifting the workplace culture of the city and beyond. This dynamic experience is invaluable as participants listen to others share strategies and implementation ideas.

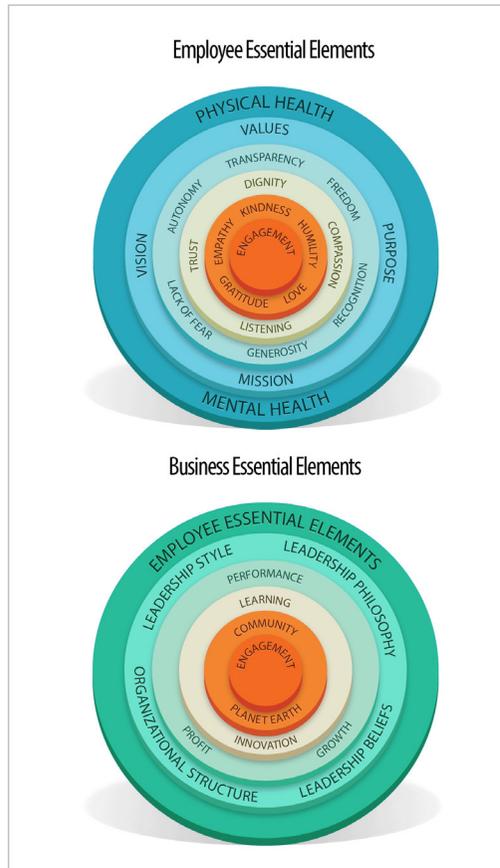
Documented outputs for the day is the following:

1. Participant data collected during the day including their priorities for each of these 3 stages:
  - Features of a healthy workplace.
  - Essential elements for a healthy workplace.
  - Ways to achieve each final selected essential element.
2. A celebration for closing the day with mock presentations. Each table team simulates a presentation to their management team covering suggested actions. The simulated management teams are gathered from the other workshop participants. These presentations are no more than 10-minute summaries capturing the highlights of each team's recommendations. The presentations are captured on video and the videos are made available to the group.
3. Graphic Recordings as jpeg images.
4. Photos of participants are taken throughout the day such as teams working at their tables, assigning priorities to ideas, and break-time activities.

# COMPONENTS OF OUR PROCESS

**Workplace Wellbeing Essential Elements:** The model created by Dr. Wagner and presented in this section is the foundation from which the entire process operates. This model is a starting place for our workshop. From it every participant group creates their own essential elements. They combine, change, add, delete as they think appropriate.

With this foundation, participants don't spend their time dwelling on distractions such as "what we've already tried", "why we can't" and "why we should have". Instead, they spend their time thinking through the most essential and positive elements for their unique situation(s).



*Workplace Wellbeing Essential Elements*

The above graphic **does not** suggest a hierarchy or priority for the essential elements. But all are aimed at the “bull’s eyes”. **In our workshop the participants add, delete, combine, and rename elements as they determine the importance and efficacy of elements to their unique organization.**

If a company does not already have well articulated values, a group could use our slightly modified process to focus entirely on values and then later on a broader set of wellbeing elements.

**Facilitation:** There are multiple interconnected components of the process for creating and maintaining an exceptional workplace culture. One is to have highly skilled group process facilitators.

There are many books and articles on facilitation for further study. Here is one good source from MindTools.com. (<https://www.mindtools.com/pages/article/RoleofAFacilitator.htm>).

“The definition of facilitate is “to make easy” or “ease a process.” What a facilitator does is plan, guide and manage a group event to ensure that the group’s objectives are met effectively with clear thinking, good participation and full buy-in from everyone who is involved.

To facilitate effectively, the person must be objective — but this doesn’t mean they have to come from outside the organization or team. It simply means that for the purposes of the group process, they’ll take a neutral stance. They step back from the detailed content and personal views, and focus purely on the group process.

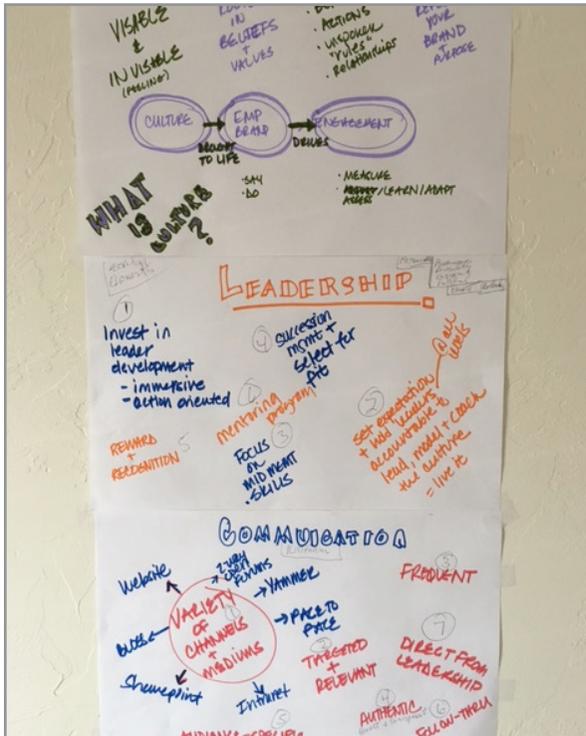
The “group process” is the approach used to manage discussions, get the best from all members, and bring the event through to a successful conclusion. The secret of great facilitation is a group process that flows – and with it flow the group’s ideas, solutions, and decisions.

The key responsibility for the facilitator is to create this group process and an environment in which it can flourish, and so help the group

reach a successful decision, solution or conclusion.”

**World Café:** The World Café meeting format is exceedingly simple, which is probably why it works so well. Many articles, books, and even a conference are available to further explore this concept. Following are basics of the process.

The room is set up with tables, with four persons per table (round tables are suggested). Participants sit where they wish. Tables are covered with butcher paper and markers to allow participants to doodle and sketch their ideas. It is a nice touch to have a live flower(s) on each table along with snacks.



Discussion notes from a table

People change tables every 20 minutes, to allow them to interact with different attendees. One person at the starting table is selected as the “captain,” and their job is to brief arriving members on the previous group’s conversations. This change over of attendees going form

table-to-table usually includes three cycles but can be repeated any number of times.



*A 4-person team at a World Café table*

In our workshop all tables of attendees work on the same question/issue at the same time. There are four different stages/cycles in a day covering these issues:

Stage 1: Features of a healthy workplace.

Stage 2: Essential elements for a healthy workplace.

Stage 3: Ways to achieve each final selected essential element.

Stage 4: Mock presentations to management team on suggested actions.

The following of the World Café process, the following is taken from TheWorldCafe.com (<http://www.theworldcafe.com/key-concepts-resources/world-cafe-method/>)

“Drawing on integrated design principles the World Café is a simple, effective, and flexible format for hosting large group dialogue.

World Café can be modified to meet a wide variety of needs. Specifics of context, numbers, purpose, location, and other circumstances are factored into each event's unique invitation, design, and question choice, but the following five components comprise the basic model:

1) Setting: Create a “special” environment, most often modeled after a café, i.e. small round tables covered with a checkered or white linen tablecloth, butcher block paper, colored pens, a vase of flowers, and optional “talking stick” item. There should be four chairs at each table (optimally) – and no more than five.

2) Welcome and Introduction: The host begins with a warm welcome and an introduction to the World Café process, setting the context, sharing the Café Etiquette, and putting participants at ease.

3) Small Group Rounds: The process begins with the first of three or more twenty-minute rounds of conversation for the small group seated around a table. At the end of the twenty minutes, each member of the group moves to a different new table. They may or may not choose to leave one person as the “captain” for the next round, who welcomes the next group and briefly fills them in on what happened in the previous round.

4) Questions: each round is prefaced with a question specially crafted for the specific context and desired purpose of the World Café. The same questions can be used for more than one round, or they can be built upon each other to focus the conversation or guide its direction.

5) Harvest: After the small groups (and/or in between rounds, as needed), individuals are invited to share insights or other results from their conversations with the rest of the large group. These results are reflected visually in a variety of ways, most often using the graphic recording in the front of the room.

The basic process is simple and simple to learn, but complexities and nuances of context, numbers, question crafting and purpose can make

it optimal to bring in an experienced host to help.

The following is a check to be ready for an event.

In advance:

- Prepare and send invitations with location, directions, start and stop times, and parking.
- Minimum attendance of 16 but prefer 24.
- Let people know to dress comfortably.
- Decide upon activities for organized breaks.
- Insure that large sheets of paper can be taped on the walls.
- Prepare nametags. Prefer those with magnets. It is nice to have names typed with first name in large font. Also include name of their company.
- Crayons, markers, colored pencils for each table.
- Butcher paper to cover tables.
- Sticky notes 6 x 9.
- Dot stickers (dots with 3 colors per person for each stage).
- Writing pens on tables.
- A ream of printer paper. Divide between the tables.
- “Bouncy” music playing as participants arrive.
- Flip chart pad with stand and markers.

Day of event:

- Round tables (preferred) with 4 people at each table.
- Water and coffee all day.
- Snacks all day.
- Suggest lunch options.
- Flowers on tables.
- Nice chocolate candy on each table.

**Collecting Data:** We have a structured way of collecting data for each stage of the workshop. At the close of the first three stages, each person writes their ideas/suggestions/answers on 5 x 7 sticky notes — one idea per note. These are collected and put on a wall. Then a volunteer group of five participants assemble them into similar clusters.

Each participant is given green and yellow dot stickers. The number of each color per person equals the number of clusters. They use green dots to select their preferred idea in each cluster and yellow for their backup preference in each cluster. We could use computers or phones but we don't want to take any chances — a technology glitch could interrupt the energy flow. Participants love hands on involvement. All this data is included in the final report.



*Participants placing dots on their choices*

At the end of the last stage, i.e. “an action plan to pursue back home – what to do with the data”, each table team gives a presentation, and the audience pretends to be the company that hired them as consultants to do the study. A videographer is present to record these special times for replay on video. Each video is about 10 minutes in length. These presentations are direct and to the point, including action items aligned with their most essential elements.



*Teams simulating presentation to their clients*

**Graphic Recorder:** we suggest a Graphic Recorder professional present in each workshop. Magic happens with these people involved! The following text is taken from TheWorldCafe.com (<http://www.theworldcafe.com/key-concepts-resources/graphic-recording/>)

“Graphic recording (also referred to as reflective graphics, graphic listening, etc.) involves capturing people’s ideas and expressions—in words, images and color—as they are being spoken in the moment.

It is a perfect tool for bridging the world of visual thinking and the World Café, for it helps to illuminate how we as people connect, contribute, learn and make meaning together.

By viewing the drawings and musings on large 4 x 7 feet sheets of paper, participants begin to see patterns emerging; the collective wisdom of the group starts to become more visible and accessible. The record of the proceedings is visible for all to see.



*Graphic Recorder Renee Andriani capturing words and pictures on the fly on 4 x 7 sheets of paper. Tom McCoy is a participant in the workshop.*

Enabling people to see their contribution to the whole increases participation and fosters trust and connection and the large displays of themes and insights naturally weave together diverse perspectives into a composite “picture” that reflects the collective intelligence in the room.

This documentation created by participants and recorders serves as the group memory and allows the group’s collective work to be shared with others as a framework and guide.

A nice downloadable pdf by Susan Kelly Graphic Recorder is available at <http://www.theworldcafe.com/wp-content/uploads/2015/07/graphicBenefits.pdf>”

The Academy has professional graphic recorders that are fantastic at what they do. Here are example images by Renee Andriani who worked with us during a workshop in Kansas City.



Graphic recording

## DEFINITIONS FOR ELEMENTS IN THE ESSENTIAL ELEMENTS GRAPHIC

A book chapter could be written for each word in the charts but we wanted something direct and simple that was collected from a variety of thinkers. Below are “definitions” and “whys”.

**Values:** “Values are the fundamental beliefs of a person or organization. Values help people to know what is right from wrong; they help companies to determine if they are on the right path and fulfilling their business goals; and they create an unwavering and unchanging guide”. (Wikipedia).

“When a group of people espouse an agreed set of values and understand which behaviors support those values, they no longer need to rely on bureaucratic procedures setting out what people should or should not do in specific situations. All the rules reduce to one—live the values.” (Barrett Values Centre).

**Workplace Behavior:** Pattern of actions and interactions of the members of an organization that directly or indirectly affects its effectiveness. (<http://www.businessdictionary.com/definition/workplace-behavior.html>.)

*Contributed by Dan McDonough:*

**Physical Health:** The inclusion of fitness, agility, cardiovascular condition, endurance, muscular strength, disease management—ultimately a state of possessing enough energy and stamina to get things done daily without hindrance. Physical health is evaluated through a prism of risk factors including: physical activity, nutrition, sleep or rejuvenation, stress, tobacco use, blood pressure, obesity, blood sugar, and blood lipids that collectively impact the quality and length of life.

**Mental Health:** A state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life,

can work productively and fruitfully, and is able to make a contribution to his or her community (World Health Organization). The measure of mental health crosses three domains: Emotional Wellbeing, Psychological Wellbeing and Social Wellbeing. The range and severity of emotional, psychological and social issues covers an extensive set of measures including life satisfaction, self-acceptance, optimism, hopefulness, purpose, relationship satisfaction, stress, anxiety, depression, insomnia, mood disorders, chronic pain, addiction, impulse control, emotional intelligence, executive function, and more.

***Contributed by Dr. Tom McClung:***

**Vision:** The place that an organization would like to be ideally at some point in the future.

**Mission:** The major emphases or thrusts of an organization to enable an organization to achieve its vision.

**Purpose:** The “why” of an organization (i.e., the primary reason for its existence).

**Examples of Values:** (Taken from <https://inside.6q.io/over-100-examples-of-company-values/>).

Here are 190 examples of company values to help get an idea and inspiration, for writing your own. For practical reason keep the number from 4-6 and one or two words for each.

***Contributed by Doug Kirkpatrick:***

**Transparency:** Transparency is a crucial driver of business performance and engagement. In order to create a compelling vision of the future, leaders must be prepared to share the reality of the present with all stakeholders.

**Freedom:** Freedom is a workplace imperative in the twenty-first centu-

ry. Command-and-control made sense when information moved at the speed of Morse code. Workers today must be free to sense and respond to information moving at the speed of light.

**Recognition:** Recognition of people satisfies a fundamental human need for appreciation. People perform better when they feel good about themselves. Simple recognition of good work pays large dividends over time.

**Lack of Fear:** The lack of fear translates into success. Fear of failure creates reticence and hesitation. A fearless, yet rational assessment of risks and benefits allows one to take action with boldness and clarity.

**Autonomy:** Autonomy is the elixir that powers engagement and high performance. Studies show that people would rather have more autonomy at work than a large pay increase.

*Contributed by Dr. Judi Neal:*

**Dignity:** The worldview that each employee has worth and should be honored as an expression of the Divine, and that includes ourselves as well.

**Compassion:** The recognition that each employee is a fragile and imperfect beings, and your desire to relieve or prevent their suffering without judging them.

**Listening:** The ability to quiet one's mind and ego and to be truly present to what an employee, team or customer is saying, without jumping to solutions or presuppositions.

**Trust:** Opening one's heart to believe the best about an employee, boss or customer, and a willingness to be vulnerable and authentic in that relationship.

***Contributed by Graham Williams:***

**Empathy:** Empathy is a bridge of understanding the plight and feelings of others that crosses over isolation. It precedes compassion and love.

**Gratitude:** Gratitude is being delighted, amazed and overcome by being blessed with precious and wondrous gifts of beauty, insight and love that touch the whole person (physical, emotional, social, intellectual and spiritual).

**Humility:** Humility is the strength that arises from having a modest view of one's own significance and worth

**Kindness:** Kindness is the display of thoughtful, caring acts that recognize, affirm and uplift others

**Love:** Love is the selfless promotion of the growth of another. (Milton Mayeroff, book *On Caring*, 1972.)

**Love:** Love is the will to extend one's self for the purpose of nurturing one's own or another's spiritual growth. (Psychoanalyst and author M. Scott Peck).

***Contributed by Jerry Wagner:***

**Engagement:** An “engaged employee” is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests (from Wikipedia).” We would add that they also take positive action to further their own reputation and interests.

The king of workplace knowledge is the Gallup organization. In an April, 2017, article they wrote the following: “Engaged employees are more present and productive; they are more attuned to the needs of customers; and they are more observant of processes, standards and systems. When taken together, the behaviors of highly engaged business

units result in 21% greater profitability.

Organizations have more success with engagement and improve business performance when they treat employees as stakeholders of their own future and the company's future. This means focusing on concrete performance management activities, such as clarifying work expectations, getting people what they need to do their work, providing development and promoting positive coworker relationships.”

That why the term “engagement” is in the bull’s eye for each of the two charts.

*Contributed by Thomas J. McCoy:*

**Leadership Beliefs:** These are the statements that a leader believes to be true about people, culture, and community. They are the source of leadership action.

**Leadership Philosophy:** This is a theory or attitude held by the leader of the organization that acts as a guiding principle for behavior.

**Leadership style:** Leadership style is a leader’s way of providing direction, implementing plans, and influencing subordinates.

**Organizational Structure:** Organizational structure is a system used to define a hierarchy within an organization, how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management.

**Performance:** Performance is the action or process of carrying out or accomplishing an action, task, or function. It is the essential criterion for organizational outcomes and success.

**Profit:** Profit is the income that remains after all expenses are subtracted from revenue. It is the source of economic well-being for the company and all the stakeholders.

**Employee Stakeholders:** A stakeholder is person, group or organization that has an interest or concern in an organization. For an employee those interests can be; job security, compensation, truthful communication, recognition, a high quality of the work experience (QWE), a share of the gains of improvement...and responsibility for results.

*Contributed by Jack Bastable:*

**Learning:** Providing strength-based opportunities for developing personal mastery.

**Innovation:** Cultivating a mindset to see the world in new ways and rewarding creative collaboration across disciplines.

Following from <http://www.livescience.com/39134-saving-planet-is-good-business.html>:

**Planet Earth:** Being aware of an ecological footprint in the context of a finite planet with dwindling natural resources — and that has become the focus of not only their corporate sustainability efforts and philanthropic initiatives, but also, in some cases, their corporate ethos.

Following from <http://cmxhub.com/what-is-community/>:

**Community:** A community is a group of more than two people with a common sense of identity, who participate in ongoing, shared experiences to meet their needs.

## WORKSHOP OPTIONS

Our workshop is available internally for businesses and also for the public. If public, we choose places that have a relaxed, creative, rustic environment — nice, not pretentious, and just far enough away from office so people stay on site. Group sizes of 16-24 are preferred. If internal, we work with a business based for space requirements.

- Option 1: A one-day event with a diverse group of employees within a company or for registrants at a public event.
- Option 2: A one-day event for the management team from a company whose employees have already attended Option 1.
- Option 3: A one day event for a combined group consisting of a company's employees in Option 1 and the managers in Option 2.
- Option 4: Custom proposals available upon request to fit a company's needs.
- Option 5: For individuals that wish to deliver our workshop within their company, for their clients, or for our clients, we work with them to become prepared. The best way to “get in the flow” is through practice. First, the clients attend a workshop at the stated registration fee (if public). Then they attend another workshop (internal or public) to observe and co-facilitate (no fee). Then if we agree that they're ready to fly, away they go.

## **THE ACADEMY OF CULTURE AMBASSADORS**

The Academy is a community of socially minded workplace culture ambassadors that supports workplace cultures with a relentless passion for kindness, empathy, dignity, trust, transparency, sharing, happiness, compassion and love. The following are current initiatives.

**Culture Ambassador Chapters:** Meeting locations, times, and content are decided by each city's chapter. A typical format is to meet quarterly from 7:30 a.m. to 9:00 a.m. and at a different host company each time. The host companies provide meeting space and breakfast. There are other organizations with chapters that have an interest in workplace culture — but the Academy is the only organization that fully focuses on the topic. There is no fee to attend gatherings, and they are interactive events with the audience — not a speaker with a boring PowerPoint deck.

Local Chapters began in 2016 and are now established in Omaha, Kansas City, Dallas, Austin, Denver, St. Louis, Knoxville and soon in and Phoenix and Portland.

We welcome new startups that have a committed team ready to assume leadership.

**Culture ROLE MODELS:** ROLE MODELS ([culturerolesmodels.com](http://culturerolesmodels.com)) is the Academy's monthly publication that features organizations that features a company that has been a host company for a Culture Ambassadors Chapter meeting. There is no fee to receive this monthly. In the Appendix is one example issue of several.

### **Conference on WISDOM FOR MODERN WORKPLACES:**



On October 3-4, 2017 is the annual WISDOM FOR MODERN WORKPLACES conference in Santa Fe, New Mexico ([cultureambassadors-treat.com](http://cultureambassadors-treat.com)), sponsored by the Academy of Culture Ambassadors.

This conference is unique in five important ways.

1. It combines ancient and spiritual leadership with the most recent and proven practices for creating exceptional workplace cultures. It is clear

that spiritual leadership is the current mega-trend in business. Most of what is contained in the essentials left hand circle could be labeled as supporting spiritual leadership. (Note this does not infer religious leadership and this is not a conference for repeating the same old stuff on “best practices”.)

2. The event is limited to 150 likeminded people, and it will never exceed that number. We want this to be a family of friends; attendees are not lost in a mass of unknown faces.

3. Affordability. Our locations are creative and very nice but not fancy. Most important for affordability is that our speakers receive no honorariums and there is no paid “entertainment”. Each speaker is a prominent keynote speaker, highly paid consultant, or business executive. Although volunteering their time, they are on site at the conference both days as friends of the group, demonstrating their commitment. The conference is organized by the Academy for no profit or has no paid staff.

4. Each year’s conference is followed with a book including a chapter from each speaker. This makes it the number one source to refer to for state-of-the-art ideas on how to create exceptional workplaces.

5. Alumni will be given first right of refusal for future conferences. It’s sort of like lifetime seats for the Green Bay Packers — a long-term honor.

## THE AUTHORS

**Gerald R. Wagner, PhD., CEO, Academy of Culture Ambassadors:** Jerry’s complete attention to the field of workplace culture began seven years ago while on the faculty at the University of Nebraska Omaha, College of Information Science and Technology and also as a Gallup Senior Scientist. At UNO he started a new BSc. Degree in IT Innovation and started One Innovation place an internship program for exception-

al Computer Science students. For Gallup he was a data visualization scientist. In 2010 Gallup published their widely famous book entitled “Wellbeing: The Five Essential Elements,” and he was so attracted to the books’ ideas that he left UNO and joined Bellevue University to start the Institute for Employee Wellbeing.

Working with several companies in the Omaha area he noticed that some companies had exceptional cultures but few people knew they existed. That prompted him to start what became Culture ROLE MODELS ([culturerolesmodels.com](http://culturerolesmodels.com)).

He left Bellevue to start what became the Academy of Culture Ambassadors ([academycultureambassadors.com](http://academycultureambassadors.com)). He saw a need for a national association of likeminded people interested in workplace culture, which led to creating Culture Ambassador chapters in different cities.

More recently he had the idea for a conference that would combine ancient wisdom with modern practices for guiding exceptional workplaces. That became the WISDOM FOR MODERN WORKPLACES event that will be held October 3-4, 2017 ([cultureambassadorsretreat.com](http://cultureambassadorsretreat.com)).

This will be an annual event featuring thought leaders who combine ancient wisdom and spirituality with modern science, philosophy and workplace practitioners.

Jerry has a long history of academic and business accomplishments, particularly in Austin, Texas. He was Professor in charge of the Industrial Engineering/Operations Research Group in the College of Engineering, and started three software companies. Two of those companies had software for Group Collaboration a field that he co-founded.

You can reach Jerry at [academycultureambassadors@gmail.com](mailto:academycultureambassadors@gmail.com) and visit [academycultureambassadors.com](http://academycultureambassadors.com).

**Thomas J. McCoy, President, Employee Engagement Institute:**  
Thomas J. McCoy is a noted author and consultant and the President

of the Employee Engagement Institute. Since the release of his groundbreaking book “Compensation and Motivation” in 1993, he has been considered a thought leader on management practices that drive engagement and profitable growth.

He has over 35 years experience developing high-involvement, high-performance cultures. Over 200 companies in the U.S., Europe and South America have used his process-driven approach. He has written 3 books on the topic and sold over 25,000 copies total.

He has been quoted in Newsweek, featured in the Wall Street Journal and nominated for SHRM’s Michael J. Losey award for his work in the field of Human Resources. He developed and taught a two-day seminar on How To Develop a High Performance Culture at George Washington University.

He holds a Lean/Six Sigma certification from Villanova University, a coaching certification from the Johnston Institute and is a graduate of the University of Minnesota. He is a Marine Corps veteran and a board member for Support KC, a non-profit that provides administrative services that help other non-profits achieve their mission. He and his wife Cathy are the parents of two young men.

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**Dan McDonough, National Director of Corporate Wellbeing, LiveAnew, Inc. and Leader, Kansas City Chapter of Culture Ambassadors:**

Dan McDonough dedicates his life work is to helping people and organizations achieve engagement, fulfillment and optimal health. He believes everyone deserves and should expect a flourishing life of purpose and meaning anchored by gratifying emotions, mastery experiences and intrinsic motivation.

At LiveAnew, Inc. Dan directs the development, growth and proprietary innovations aligning wellbeing science and social networking

technology to enable employer clients to build and maintain a culture of wellbeing. Dan's work at LiveAnew includes responsible for managing client acquisition, marketing, and service satisfaction for the online platform and wellbeing enhancement strategies.

Prior to joining LiveAnew, Dan served in the healthcare industry for more than 20 years. His positions included, Principal Consultant at Health Designs LLC; Chief Operating Officer, Corporate Health Network at Business Men's Assurance Company of America; General Manager of Corporate Health at Long Beach Memorial Medical Center; Director of the Human Performance Center in Overland Park KS; and Director of Health Promotion at Saint Luke's Health Systems in Kansas City where he established one of the nation's first hospital-based wellness programs.

Dan graduated from the University of Missouri Journalism School and early on transitioned his interest in human performance and wellbeing from a professional football career. You can reach Dan at [mcdonough-dan@att.net](mailto:mcdonough-dan@att.net).

## APPENDIX – VALUES

We like this graphic from the Barrett Values Centre. It tells the story that what we actually see is above the water line but what is under it, is the foundation. The foundation includes Values.



Here is a nice graphic presentation of values for Chipotle Mexican Grill. They call it “What it takes to be an employee” which is an understandable way to express values. Take a look at this link for a nice presentation about their workplace environment (<https://careers.chipotle.com/corporate>).



Following are several examples of values taken from <https://inside.6q.io/over-100-examples-of-company-values/>.

**Accenture:**

1. Stewardship
2. The Best People
3. Client Value Creation
4. One Global Network
5. Respect for the Individual
6. Integrity
7. Performance: Sport is the foundation for all we do and executional excellence is a core value of our Group.
8. Passion: Passion is at the heart of our company. We are continuously moving forward, innovating, and improving.
9. Integrity: We are honest, open, ethical, and fair. People trust us to adhere to our word.
10. Diversity: We know it takes people with different ideas, strengths, interests, and cultural backgrounds to make our company succeed. We encourage healthy debate and differences of opinion.

**Adobe:**

11. Genuine.
12. Exceptional.
13. Innovative.
14. Involved.

**American Express:**

15. Customer Commitment
16. Quality
17. Integrity
18. Teamwork
19. Respect for People
20. Good Citizenship
21. A Will to Win
22. Personal Accountability

**Barnes & Noble Booksellers:**

- 23. Customer Service
- 24. Quality
- 25. Empathy
- 26. Respect
- 27. Integrity
- 28. Responsibility
- 29. Teamwork

**Ben and Jerry's Ice Cream:**

- 30. We strive to minimize our negative impact on the environment.
- 31. We strive to show a deep respect for human beings inside and outside our company and for the communities in which they live.
- 32. We seek and support nonviolent ways to achieve peace and justice. We believe government resources are more productively used in meeting human needs than in building and maintaining weapons systems.
- 33. We strive to create economic opportunities for those who have been denied them and to advance new models of economic justice that are sustainable and replicable.
- 34. We support sustainable and safe methods of food production that reduce environmental degradation, maintain the productivity of the land over time, and support the economic viability of family farms and rural communities.

**Build-A-Bear:**

- 35. Reach
- 36. Learn
- 37. Di-bear-sity
- 38. Colla-bear-ate
- 39. Give
- 40. Cele-bear-ate

**Coca-Cola:**

- 41. Leadership: The courage to shape a better future
- 42. Collaboration: Leverage collective genius
- 43. Integrity: Be real

44. Accountability: If it is to be, it's up to me
45. Passion: Committed in heart and mind
46. Diversity: As inclusive as our brands
47. Quality: What we do, we do well
48. Focus on impact
49. Move fast
50. Be bold
51. Be open
52. Build social value

**Four Seasons Hotels & Resorts:**

53. Supporting Sustainability
54. Building Communities
55. Advancing Cancer Research

**Genentech:**

56. Passion means we use our drive and commitment to energize, engage and inspire others.
57. Courage means we are entrepreneurial and thus take risks, reach beyond boundaries and experiment.
58. Integrity means we are consistently open, honest, ethical and genuine.

**Google:**

59. Focus on the user and all else will follow.
60. It's best to do one thing really, really well.
61. Fast is better than slow.
62. Democracy on the web works.
63. You don't need to be at your desk to need an answer.
64. You can make money without doing evil.
65. There's always more information out there.
66. The need for information crosses all borders.
67. You can be serious without a suit.
68. Great just isn't good enough.

**H&M:**

- 69. We believe in people
- 70. We are one team
- 71. Straightforward and open-minded
- 72. Keep it simple
- 73. Entrepreneurial spirit
- 74. Constant improvement
- 75. Cost-consciousness

**The Honest Company:**

- 76. Create a Culture of Honesty
- 77. Make Beauty
- 78. Outperform
- 79. Service Matters
- 80. Sustain Life
- 81. Be Accessible
- 82. Pay it Forward
- 83. Fun!

**IKEA:**

- 84. Humbleness and willpower.
- 85. Leadership by example.
- 86. Daring to be different.
- 87. Togetherness and enthusiasm.
- 88. Cost-consciousness.
- 89. Constant desire for renewal.
- 90. Accept and delegate responsibility.

**Kellogg's:**

- 91. Integrity
- 92. Accountability
- 93. Passion
- 94. Humility
- 95. Simplicity
- 96. A focus on success

**Nike:**

97. It is our nature to innovate.
98. Nike is a company.
99. Nike is a brand.
100. Simplify and go.
101. The consumer decides.
102. Be a sponge.
103. Evolve immediately.
104. Do the right thing.
105. Master the fundamentals.
106. We are on the offense – always.
107. Remember the man. (The late Bill Bowerman, Nike co-founder)”

**Procter & Gamble:**

108. Integrity
109. Leadership
110. Ownership
111. Passion for Winning
112. Trust

**Rackspace:**

113. Fanatical Support in all we do.
114. Results first, substance over flash.
115. Committed to Greatness
116. Full Disclosure and Transparency
117. Passion for our Work
118. Treat fellow Rackers like Friends and Family

**Southwest Airlines:**

119. Work Hard
120. Desire to be the best
121. Be courageous
122. Display urgency
123. Persevere
124. Innovate
125. Follow The Golden Rule

126. Adhere to the Principles
127. Treat others with respect
128. Put others first
129. Be egalitarian
130. Demonstrate proactive Customer Service
131. Embrace the SWA Family
132. Have FUN
133. Don't take yourself too seriously
134. Maintain perspective
135. Celebrate successes
136. Enjoy your work
137. Be a passionate Teamplayer
138. Safety and Reliability
139. Friendly Customer Service
140. Low Cost

**SquareSpace:**

141. Be your own customer
142. Empower individuals
143. Design is not a luxury
144. Good work takes time
145. Optimize towards ideals
146. Simplify

**Starbucks Coffee:**

147. Creating a culture of warmth and belonging, where everyone is welcome.
148. Acting with courage, challenging the status quo and finding new ways to grow our company and each other.
149. Being present, connecting with transparency, dignity and respect.
150. Delivering our very best in all we do, holding ourselves accountable for results.

**Teach for America:**

151. Transformational Change
152. Leadership

- 153. Team
- 154. Diversity
- 155. Respect and Humility

**Twitter:**

- 156. Grow our business in a way that makes us proud.
- 157. Recognize that passion and personality matter.
- 158. Communicate fearlessly to build trust.
- 159. Defend and respect the user's voice.
- 160. Reach every person on the planet.
- 161. Innovate through experimentation.
- 162. Seek diverse perspectives.
- 163. Be rigorous. Get it right.
- 164. Simplify.
- 165. Ship it.

**Virgin Airlines:**

- 166. We think customer
- 167. We lead the way
- 168. We do the right thing
- 169. We are determined to deliver
- 170. Together we make the difference

**Warby Parker:**

- 171. Treat customers the way we'd like to be treated.
- 172. Create an environment where employees can think big, have fun, and do good.
- 173. Get out there.
- 174. Green is good.

**Yahoo!:**

- 175. Excellence
- 176. Innovation
- 177. Customer Fixation
- 178. Teamwork
- 179. Community

180. Fun

**Zappos:**

181. Deliver WOW Through Service

182. Embrace and Drive Change

183. Create Fun and A Little Weirdness

184. Be Adventurous, Creative, and Open-Minded

185. Pursue Growth and Learning

186. Build Open and Honest Relationships With Communication

187. Build a Positive Team and Family Spirit

188. Do More With Less

189. Be Passionate and Determined

190. Be Humble

The following example values were taken from taken from <https://www.valuescentre.com/mapping-values/values/why-values-are-important>)

Accountability

Achievement

Adaptability

Appreciation

Balance (physical/ emotional/  
mental/ spiritual)

Being the best

Caution

Celebration

Challenge

Clarity

Commitment

Community involvement

Compassion

Competence

Conflict resolution

Consensus

Continuous improvement

Continuous learning

Control

Co-operation

Cost consciousness

Creativity

Customer collaboration

Customer focus

Customer satisfaction

Diversity

Ease with uncertainty

Efficiency

Employee fulfillment

Employee

Employee recognition

Empowerment

Enthusiasm

Equality

Ethics

Excellence

Experience

Exploitation

Fairness

Financial stability

Forgiveness

Global perspective	Patience
Goals orientation	Personal growth
Honesty	Philanthropy
Human rights	Power
Humor/fun	Productivity
Image	Professional growth
Information sharing	Professionalism
Innovation	Profit
Integrity	Quality
Interdependence	Recognition
Internal competition	Reliability
Job security	Respect
Leadership development	Responsibility
Listening	Results orientation
Long-term perspective	Risk-taking
Loyalty	Shared values
Making a difference	Shared vision
Mentoring	Spirit
Mission focus	Strategic alliances
Open communication	Support
Openness	Teamwork
Optimism	Transparency
Organizational growth	Trust
Partnerships	Work/life balance
Passion	

The following are examples of behaviors to support four example values. (Taken from <https://leading-resources.com/core-values/aligning-behaviors-with-corporate-core-values/> Aligning Behaviors with Corporate Core Values).

**Design and Execution:**

1. We communicate our client’s expectations for every project.
2. We adhere to our project management process.
3. Every project is reviewed by a senior manager for “executability” and “creative response.”
4. We communicate what meets standards of “creative quality” and what

does not for all projects.

5. We measure client satisfaction for all projects.
6. We discuss outside projects that meet the firm's design standards.
7. We identify what people need to learn to meet our standards – and provide resources to mentor them.
8. We challenge each other's ideas and encourage creative dissent.
9. We provide people time to explore, research, reflect, and talk about creative options.
10. We take time to go outside and explore examples of other designs and executions.
11. We communicate with our clients regularly.
12. We make sure our clients receive no surprises.
13. We accomplish projects on deadline.
14. We accomplish projects within budget.
15. We are flexible and adapt to changes in our clients' needs and desires.
16. We communicate internally when a client's needs are not met (deadlines, project completion, budget).
17. We provide adequate time to get projects done.
18. We respond to all client calls and emails within 24 hours.
19. We regularly brainstorm innovative ways to serve our clients.
20. We keep each other informed about our clients' activities.
21. We keep each other informed about new clients.

### **Quality Work Environment:**

22. We provide standards for each individual's job performance.
23. We provide regular performance reviews once a year (twice if requested).
24. We ensure that everyone has individual development plans.
25. We provide attractive salaries, benefits and incentives.
26. We publicly acknowledge exceptional team and individual performance.
27. We encourage people to suggest ways to improve how the firm does things.
28. We teach people how to clarify decision-making roles and respon-

sibilities.

29. We are data-driven in our decision-making.

30. We listen carefully to other points of view – and affirm their importance.

31. We take the time to detail our concerns – and our reasoning.

32. We teach people how to manage projects effectively.

33. We address our conflicts with one another directly.

34. We quickly communicate information related to the firm's performance.

35. We provide opportunities for professional growth.

36. We base our hiring and promotions decisions on adherence to these behaviors.

### **Ethical Conduct**

37. We are fair to one another.

38. We respect one another.

39. We are honest with each other.

40. We are honest with our clients.

41. We assume responsibility for our mistakes.

42. We assume good intentions – until proven otherwise.

43. We communicate bad news right away to each other.

44. We exercise discretion in accepting client work based on consistency with our purpose, values and vision.

45. We give back to the communities we serve.

### **Financial Sustainability**

46. We are effective in generating new business.

47. We are effective in retaining existing clients.

48. We are effective in controlling costs.

49. We take reasonable risks consistent with purpose/values/vision.

50. We provide the resources to sustain and advance the firm.

51. We share financial info needed to make sound business decisions.

52. We provide training for people to understand our financial reports.

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[culturerolesmodels.com](http://culturerolesmodels.com)  
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