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Issue 7 of 2021!

Heating up!

This is the **Culture** mega-issue. In this issue we connect Core Values to Culture and then look at Culture from several angles.

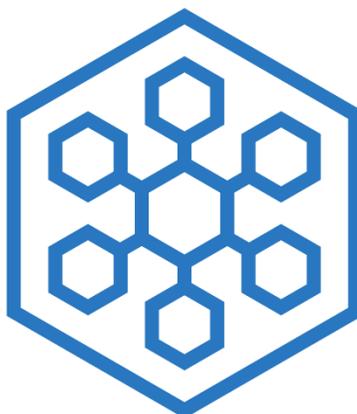
Multiple references were used to Create this issue. Those references are either listed on this page or through links associated with quotes, articles, and photos.

All that and more in this keeper of an issue.

What would you like to see from us?
How do you like the newsletter?

Please reach out through our website or email me directly: (Jason@Insperoteam.com).

References for this issue:
Greater Good Magazine
MIT Sloan School
Harvard Business School
Pexels
TED
Youtube
"The Culture Code"
Quora



In this issue:

QOTD
E-motion Explored
Leadership Series Wrap-Up
Culture Deep Dive
Calendar

Check Us Out!

We've spent a lot of newsletters talking about recognizing our own feelings and emotions and expanding our emotion vocabulary. All of that will be valuable as you work to recognize what others may be feeling (empathy).

E-motion explored: the power of recognizing emotions in others

A recent [study](#) out of Stanford indicates that when we verbally inquire about the emotions someone else is experiencing, we increase the trust with that person. Inquiring about a negative emotion was seen to be more powerful than inquiring about a positive emotion, but both had an important positive impact on creating trust. The researches hypothesize that this creates higher trust because there is a potential social cost when inquiring about emotions. By overcoming that potential social cost, we make a big deposit in our trust bank with that person. Interestingly, the worst thing you can do is remain silent. They found, "it's better to be wrong about the emotion than silent about it."

So, now it's up to you. Use your expanding emotion vocabulary and start checking in with your team. Let us know how it goes!



"Investing in the connections among team members both increases productivity and reduces risk."

Margaret Heffernan

Leadership Styles Series Wrap-Up

In their book “Primal Leadership,” Goleman, Boyatzis and McKee outline six leadership styles with a foundation in Emotional Intelligence. Through better understanding of ourselves and others we can utilize the six leadership styles (they all have a place in the complete leader) to maximize performance, influence culture and set a trajectory for success.

Intentional Leadership

As a reminder, The Six Leadership Styles are:

Visionary

Coaching

Affiliative

Democratic

Pace-Setting

Commanding

You can reference each one in the past six issues of this newsletter. All of these, along with emotional intelligence are learnable. Continue to reference these materials and practice the styles and develop sub-competencies to improve yourself, your team and your culture. Remember, this all begins with Self-Awareness which is heightened through self-reflection (which is the exercise we’ve been encouraging in the E-motion section).

From Core Values to Culture?

The previous issue was all about Core Values!

If you missed it, now is your chance to go [check it out](#).

Core Values tie directly into Culture whether you do it intentionally or not. As you will learn in detail from Ryan’s article and other areas of this newsletter, the intentional defining and utilizing of Core Values will directly impact the culture of your work.

You will notice that each section in this issue is related to Culture in some form or another. The E-Motion and QOTD sections on page 2 relate directly to culture and team interaction. In the top section of this page, the Leadership Styles wrap-up will remind you that you can help set the stage for the culture of your choosing through intentional leadership. Starting on page 4 you will hear from Dr. Ryan Coulon about how Culture is like a Gumbo. He provides some great insights on the right mix of ingredients and then asks some challenging questions to get you on track.

Next, on page 7, our “poster” page comes from Peggy Sharp. Then, starting on page 8, you will find a synopsis of culture concepts from yours truly (Jason). Starting on page 9 you can read insights from Bill Woodburn. Finally, something to ponder on the last page...enjoy!

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Culture is a Gumbo



Dr. Ryan Coulon

Given my south Louisiana heritage I know a thing or two about Cajun cooking and gumbo, and what I know to be true is that a great gumbo is only as good as the individual ingredients that go into the pot. Aside from having fantastic ingredients what else must an amazing chef get right? The size and consistency of each chopped ingredient, the order in which things are cooked, the darkness of the roux, the amount of time that the flavors are given to come together, the amount of spice perfectly balanced with salt and all the wonderful Cajun flavors. I have come to view a dental office and the resulting culture to be a lot like cooking a gumbo. You can't just decide that you want a spicy dark seafood gumbo and not spend the time to get the individual components to express this intention. A light roux with chicken and andouille sausage will never become a decadent dark seafood gumbo no matter how much you will it to be so.



“Culture eats strategy for breakfast.”

Peter Drucker

What is culture?

Cultures are groups of people who come together around a common set of values and beliefs.

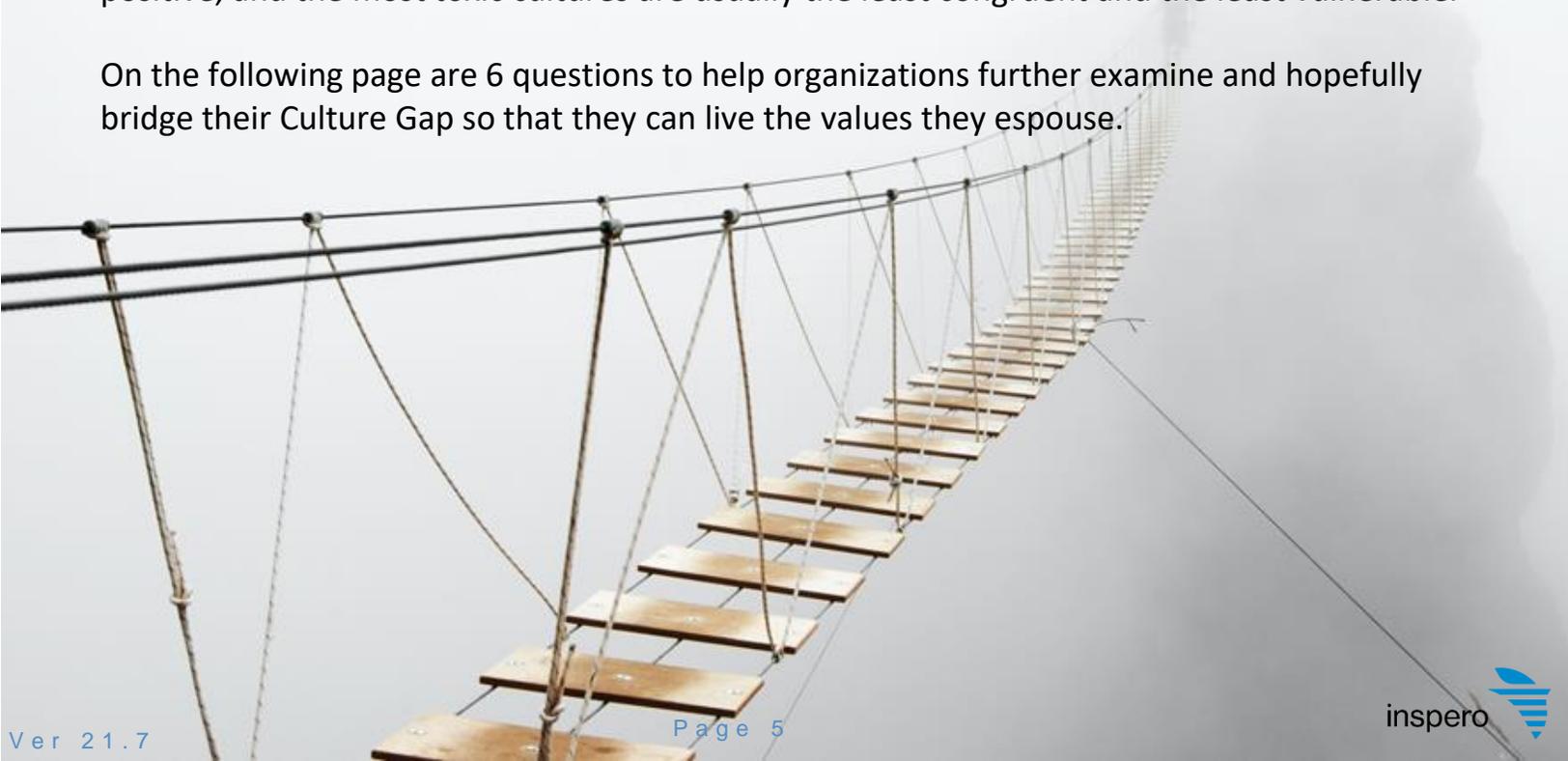
Culture is a result not a means to an end.

It's the culmination of years of individual personal growth, time spent calibrating, planning, and operationalizing core values.

Many practice owners think that deciding what kind of culture they want to create and then talking about it in team meetings is going to change and ultimately create the culture of their dreams. If you don't take careful inventory of incongruence, it can be doubly frustrating for the team and the leader. Instead of focusing on and obsessing over the culture, spend that energy *uniting the team* around a shared sense of purpose and like Simon Sinek says, “Start with WHY.”

My hope in writing this article is to have every leader examine what I will call the “culture gap” which is the space between what they “say” and what they “do.” To take practices and teams from what they say their values are (what they hope they are) to living in congruence and operating from that space. I hope you took the time to do the Core Values exercise from the last newsletter because culture dovetails nicely with values and purpose. Culture is something that shows up whether you are intentional in creating it or not. Not all workplace cultures are positive, and the most toxic cultures are usually the least congruent and the least vulnerable.

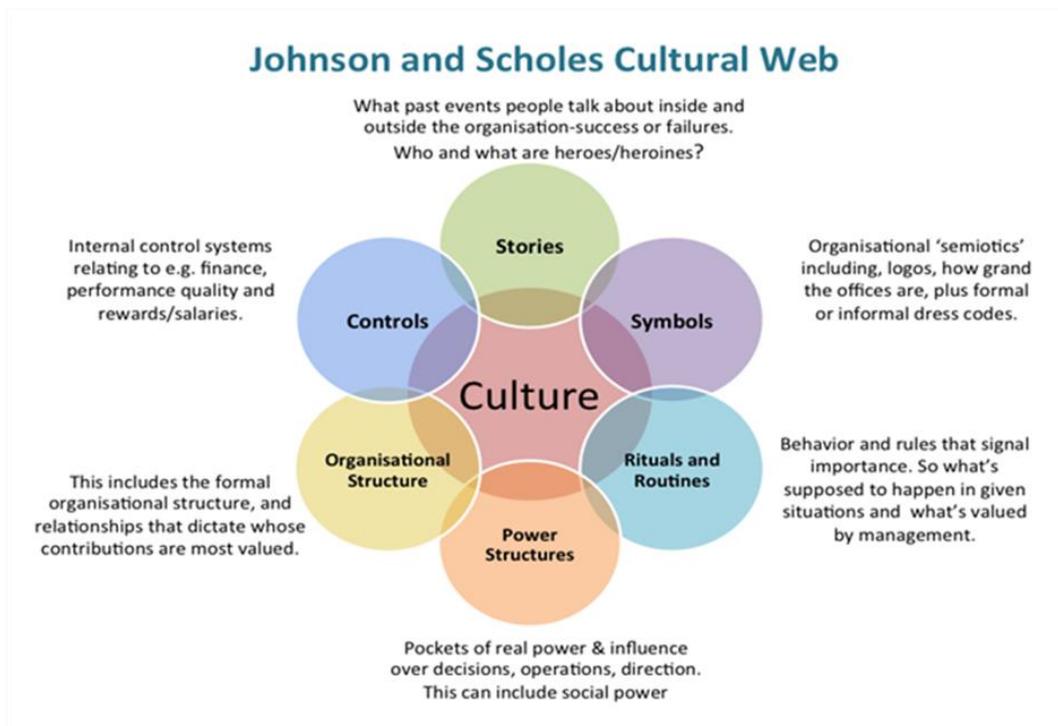
On the following page are 6 questions to help organizations further examine and hopefully bridge their Culture Gap so that they can live the values they espouse.



Culture is a Gumbo

Bridging the Culture Gap

- 1) Do people feel safe and supported in asking for what they need?
- 2) Does your organization use core values and the vision to make big decisions?
- 3) What behaviors are rewarded? And punished?
- 4) Where does the organization and its people spend its resources (money, time, attention/activity)?
- 5) What is the company culture as it relates to making mistakes? How prevalent are shame and blame?
- 6) Is there a collective growth mindset? Are people willing to step outside of their comfort zone and try something new or are they worried about being wrong?



Reach Ryan at Ryan@Insperoteam.com



Wondering what to do with your answers to those questions?

Sit down with your team and discuss each individuals' answers. You can then use the Cultural Web to manage things you want to improve and/or change.

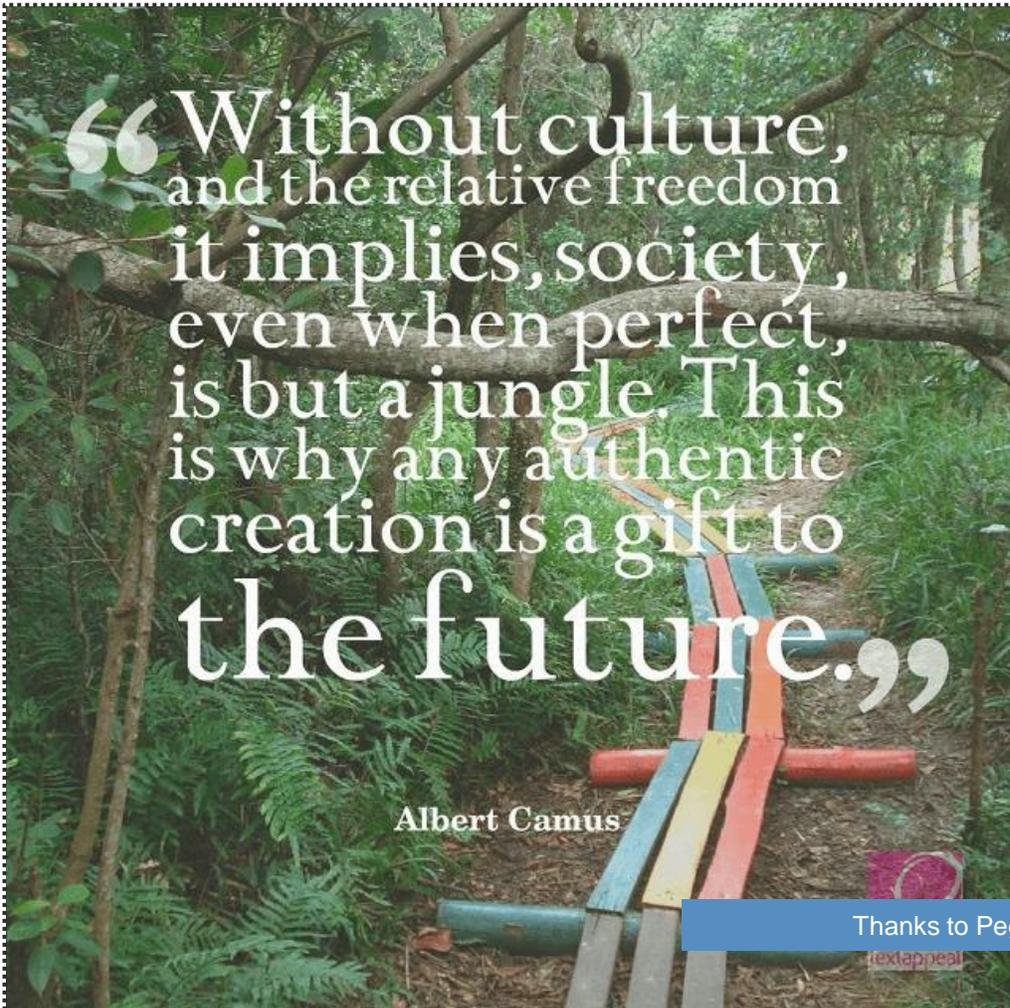


YES, the poster page is back!



“If we are to preserve culture we must continue to create it.”

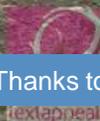
Johan Huizinga



“Without culture, and the relative freedom it implies, society, even when perfect, is but a jungle. This is why any authentic creation is a gift to the future.”

Albert Camus

Thanks to Peggy Sharp for the motivational quotes in this issue.



How do you change Culture?

Culture

Dr. Jason Luchtefeld

Can you?

First, yes, you can.

Essentially, changing culture is about changing behavior. Most of our behavior is habit.

How do you change habits...of you and/or your team? If you said, "we can't" then we are 2/3's of the way into our Beliefs/Behaviors/Results triad.

Let's talk about that!

Beliefs come from the intersection of Culture, Experience, Analysis and Context.

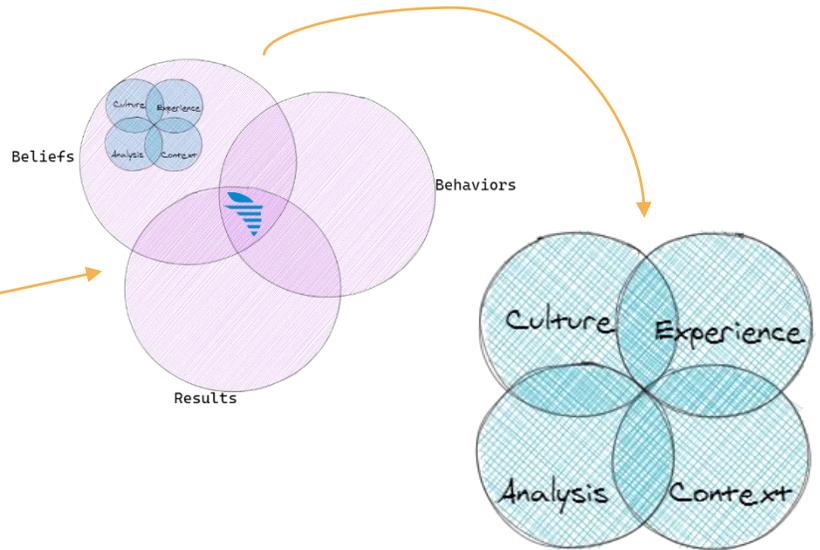
Behaviors happen in response to a stimulus (mental or physical) and are often subconscious (habits).

Results are the outcomes of our behaviors.

Oftentimes, in goal setting, we focus on a result to link back to a behavior we want to change (think about losing weight as an example). We then set up a system to help us achieve the result we want. By focusing solely on the result and behavior we may lose a key piece of lasting change – the components of our belief that may be hindering our ability to enact the change we want.

The solution, therefore, is to reflect on which of our beliefs may be holding us back, which beliefs may help us success, and then use those to develop habits (new behaviors) to achieve the successful result we desire.

Apply this same process to changing the culture of your workplace.



"For the sake of our employees, our communities, and our organizations, we need many more organizations that understand the science of culture change and are willing to adapt to the needs of our rapidly changing world." –John Kotter

In the 2018 book, "The Culture Code," Daniel Coyle distills culture development into three simple, powerful signals:

Build Safety

(through belonging, connection and identity)

Share Risk

(through vulnerability, trust and cooperation)

Establish a Purpose

(through stories, goals and values).

Signs of Struggle: Anger disguised as a joke

A family therapist takes a look at how teams work



by Bill Woodburn, MEd, LPC-S, LMFT-S

I've been a family therapist for over 30 years so when I saw this family of five, I had a pretty good idea what was wrong. The kids were hyper-competitive, quick to blame others, relentless in denying responsibility, and went for the throat in any disagreement. The talkative one dominated every interaction while the others withdrew. No disagreement was ever resolved, and no agreement was ever trusted.

The parents were at their wit's end. "There's no teamwork," they told me. "We have to supervise every second or there's a massive argument. And when we try to get someone to take responsibility, there's a mountain of excuses. They're like armed camps!"

I knew it wasn't the kids or the parents causing this, it was the system they'd created. To know a group, it's not enough to know the individual people. You have to see the rules, roles, power, and especially, the communication they use with each other. The problem I saw was this family's communication contained regular doses of sarcasm.

Sarcasm is anger, jealousy, and competition disguised as a joke. It puts people down, embarrasses them, and laughs at their mistakes. It's also unfair since the person attacking can always deny any responsibility, claiming "It was only a joke". If there are no safe, clear ways to address conflict (especially unfairness) a group falls back on sarcasm. The word itself is revealing. It comes from ancient Greek for 'the tearing of flesh'. Clearly the Greeks knew this was dangerous. These days, we somehow think it's funny.

So, what did I see in this family that someone might see in a team of people working where sarcasm is part of their environment?

"To know a group, it's not enough to know the individual people."

Lack of honesty - If the truth is used as ammunition for a cutting comment, maybe it's better to lie (or at least not admit anything).

Lack of growth - Learning means taking risks. If the group is waiting to embarrass any mistake, you stop taking risks so learning stops. "I don't know" becomes the safest answer.

Avoiding responsibility - If taking responsibility means getting laughed at when I'm not perfect, then "It's not my problem" is the safest approach.



Signs of Struggle:

Anger disguised as a joke conclusion

With groups strangled by “tearing of flesh,” **three** things can help:

Call a halt to sarcasm

Everyone commits to removing sarcasm from their repertoire.

Get the issues out

Address unresolved conflicts keeping the anger alive and work on communicating needs and issues promptly.

Give plenty of do-overs

Make space for interpersonal missteps, misspoken words, and allow corrections with no retribution.

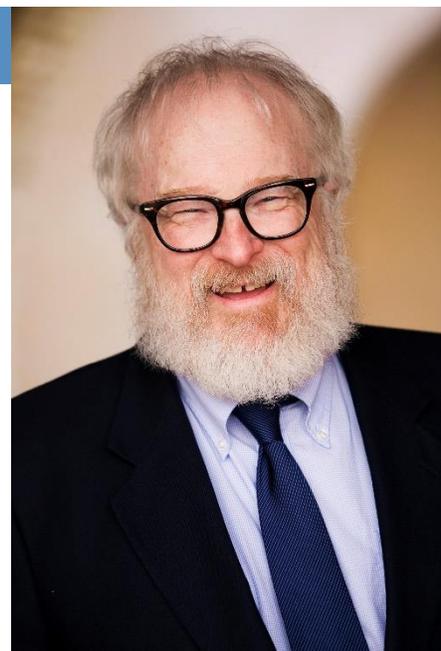
As this family dropped their sarcasm and healed the wounds left behind, they began to feel closer and trusted each other again. The parents' job got easier, and the kids felt safer. I heard heartfelt laughter in my office

It was worth the work.

by Bill Woodburn, MEd, LPC-S, LMFT-S



Catch Bill at the
Advanced EI Workshop
later this year!



We would love to hear what you think about Culture:
Let us know at Jason@Insperoteam.com

A Final Thought:

In this issue all about Culture you've learned about what to look for, how to make change, points for reflection and tools for developing (or redeveloping) your culture. As you make changes one must ask at what point is your office different from when you started? The parable about Theseus's ship offers further reflection on this subject. Share your thoughts with us anytime:

Jason@insperoteam.com

The ship wherein Theseus and the youth of Athens returned had thirty oars, and was preserved by the Athenians down even to the time of Demetrius Phalereus, for they took away the old planks as they decayed, putting in new and stronger timber in their place, insomuch that this ship became a standing example among the philosophers, for the logical question of things that grow; one side holding that the ship remained the same, and the other contending that it was not the same.

where to find us:

Jason will be speaking for the Chicago Dental Society Kenwood/Hyde Park affiliate on October 5th!

RLF&A Events:

ASP – October 21-23

Advanced EI – November 12-13

Check out the recently updated:

frazeronline.com

Tame The Lizard
Recording Available NOW – click the Lizard!



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