

# THE EXTRA POINT

BY JERRY ROBERTS



## # 996 Company Culture a Problem? – Part 2

CEOs and business owners are shelling out more in terms of pay and benefits than ever before, and a lot of workers don't want to work? More on this topic is coming next, on The Extra Point.

Back in the mainland U.S., they call it The Great Resignation, with millions of people walking out the door and not coming back.

On Friday, we speculated whether it was Covid, or federal freebies that caused the problem — or was there something else that drove people to “bug out.”

I mentioned research that painted a picture that there is a huge disconnect between what organizations say they are, and what they are. A disconnect between what leaders say they believe is important, and what they actually do to prove that.

Many people have spoken about not liking their former company's culture, and how they were treated. Poor relationships with managers are also an issue.

Whenever we talk about “culture, it's important to be clear about what we're referring to. A company's culture is the sum total of who and what the organization and all of its individuals are, what they're doing — right now.

It's not what we once were, or what we want to be. It's what we are today.

You and I are a reflection of who and what we are today, and what we believe. All of our decisions and actions are run through these belief systems.

If some managers in your workplace say one thing but do another, that's part of your company culture. If trust is lacking, that's part of your company culture.

Conflict, intimidation, and no transparency may be a part of the culture, just as caring and kindness can be.

Here's something else, you can't mandate the culture in your organization. If you have 50 or 100 workers, you have 50 or 100 people who make a contribution to the company culture. If you're the boss, you can certainly influence the culture. However, coming in with a list of rigid rules, in essence letting workers know it's your way or the highway ... is telling them that who they are and what they are doesn't matter. In your place, they will be what you decide, and that's it. Good luck with that approach.

So, you know you have cultural issues, and you want to get better. What now?

The first step is taking an in-depth look inward, and to accept the truth. When it comes to figuring out culture, you're going to have the good, the bad, and the ugly. Don't play games with yourself. Just acknowledge the facts as the first step in the process.

I've worked with big and small companies to improve culture, and it's one of the most rewarding things I do. Seeing people open up with coworkers, and get excited about change is exciting for me.

On the other hand, you could do what some leaders do — nothing at all. Don't make a big deal out of the trouble, don't call attention to the shortcomings. Maybe employees won't notice. If you pretend everything is just great, maybe the problems will just disappear.

In my experience, the negatives don't just disappear. What does, eventually, are some of your workers who decide they don't want to deal with “stuff” any longer.

(Con't.)

Which ones do you think walk away? The marginal employees who do the basics and that's all, or might it be people you do not want to lose?

Get real with workers, and encourage them to get real with you. It may be a new experience for both, and that's fine. You'll both get used to it, I promise.

Company culture is everything you are, do, and believe. It's everything I am, do, and believe. It's everything, about all of us.

Now, how do we find common ground, which will allow us to work better together? Can we establish a shared purpose? Can we figure out a reason to pick up the rope and pull on it, in the same direction?

If you're a leader, maybe stop following the cookie-cutter leadership advice of the day; and instead give each individual a good reason to follow.

That's a good start to having a culture where people want to come to work. Where your current employees fill all your job openings by telling their family and friends.

Not thrilled with your company culture? Take the first step now. If I can help, let me know.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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