

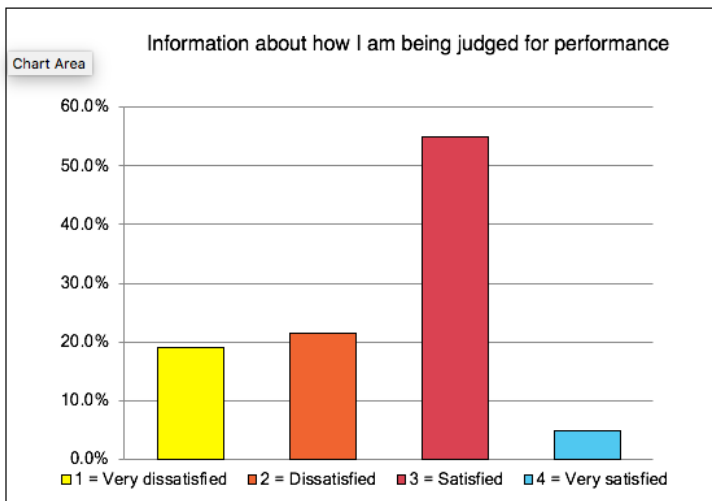
# CASE STUDY

## *Culture Change Consulting*

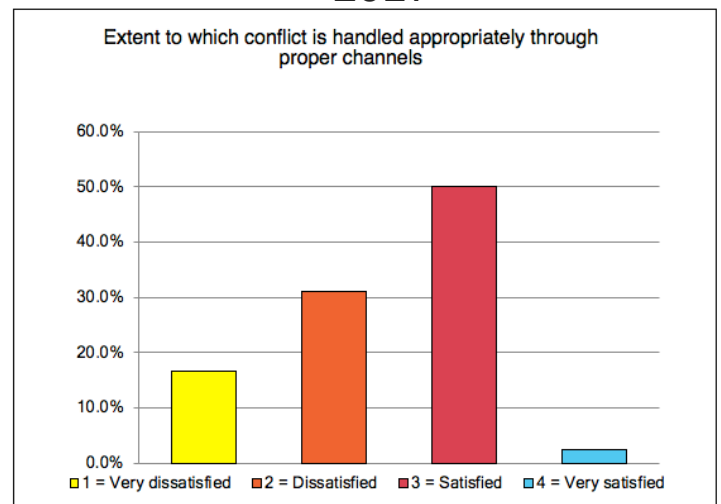
We were called in to partner with the leader of an organization who supplements the foster care system in California with counseling and education. The organization was experiencing decreased morale, high turnover, and burn out. A recent employee engagement survey showed poor scores.

We conducted our own survey to understand the culture, and interviewed a random selection of employees. Among the 44 survey questions, the average percentage of people who marked “satisfied” or “very satisfied” was 55%. For example, 60% of people said they were “satisfied” or “very satisfied” with the information about how they were judged for performance, and 52% were “satisfied” or “very satisfied” with the way conflict among peers was resolved.

2017



2017



With our help, the administrator put together an action team made up of employees from different levels and departments, and together we created a series of strategic plans to change the culture. The plans included a variety of actions, such as creating core values and programs that would bring them to life, training for managers on performance conversations, a process for accepting suggestions and reporting out on their status, quarterly all-hands meetings, and re-creating the onboarding program. The administrator also cleared her schedule for three days to have one-on-ones, and spent much time working closely with the supervisors to improve their management skills.

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After one year we conducted the assessment again. **The responses improved on 100% of the survey questions**, and across the 44 questions **the average percentage of people who marked “satisfied” or “very satisfied” increased to 69% (up 14% from the previous year)**.

**Several questions improved by more than 30%.** For example, “I get the support and information I need from my supervisor to do my job well” increased from 50% to 87% (a 37% improvement from the previous year), and, “my supervisor creates a motivating and energizing workplace” increased from 37% to 71% (a 34% improvement). Regarding information about performance, mentioned above, scores increased to 81% (a 21% improvement) and scores on the question about conflict increased to 79% (a 27% improvement). Now, the administrator continues to work with her action team to sustain a positive culture.

2017

2018

