



YOUR AGENCY CULTURE: ARE YOU MANAGING IT, OR IS SOMEONE DETERMINING IT FOR YOU?

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BACKGROUND

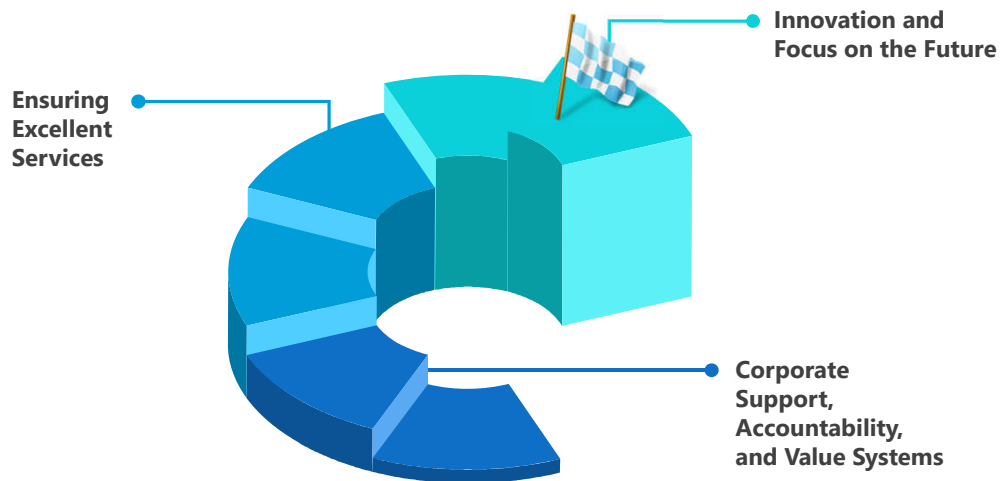
- Culture: Where is it in the big picture?
It is the **foundation** of good governance and high performance.
- Culture: What is it?
Corporate support, accountability, and value systems—i.e., agency norms.
- Culture: How do you manage it?
Make it everyone's responsibility!
Articulate it. Reinforce it.

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THREE CRITICAL BUILDING BLOCKS OF GOOD GOVERNANCE AND HIGH PERFORMANCE



You must master the preceding building block before mastering the next.

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CORPORATE SUPPORT

- ▶ Finance, IT, Human Resources, Purchasing, Fleet, etc.
- ▶ Executives and governing bodies



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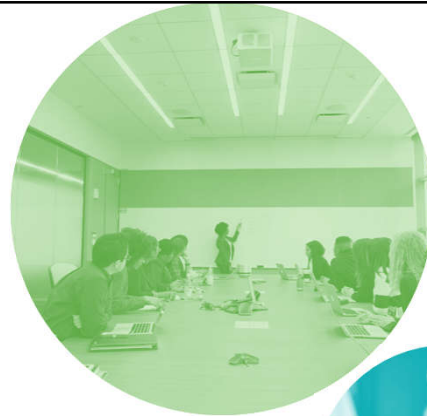
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HOW TO EVALUATE **CORPORATE SUPPORT**

Questions for Executives and Governing Bodies

- ▶ Are there mutually supportive and accountable relationships within the governing body?
- ▶ Is direction consistent and clear?
- ▶ Do you encourage staff to bring both problems and solutions to you?
- ▶ Do you encourage staff to tell you what you need to hear, not necessarily what you want to hear?
- ▶ What happens when there are mistakes?
- ▶ Is there stability or high turnover?
- ▶ Do you expect high professionalism?



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HOW TO EVALUATE **ACCOUNTABILITY & VALUE SYSTEMS**

Questions for the Agency

- ▶ Is there a robust understanding of the ethical standards in your agency?
- ▶ Is there a stated value system, i.e., desired behaviors of all staff?
- ▶ What is the organizational culture really like? Is there dissonance between what is stated vs. what really is practiced?
- ▶ Does the leadership of the agency invest in their employees, value professionalism and reinforce it?
- ▶ Are the organization's "levers" designed to reinforce this desired culture?



The poor performance in the area is the result of failed policies and procedures. How is other agencies back?

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AGENCY “LEVERS” DESIGNED TO REINFORCE DESIRED CULTURE

- ▶ Hiring and promotional decisions
- ▶ Onboarding
- ▶ Performance management programs
- ▶ Communication from management to staff
- ▶ Training and development
- ▶ Job design—loose-tight controls
- ▶ Decision-making processes and communication
- ▶ Supervisory EQ



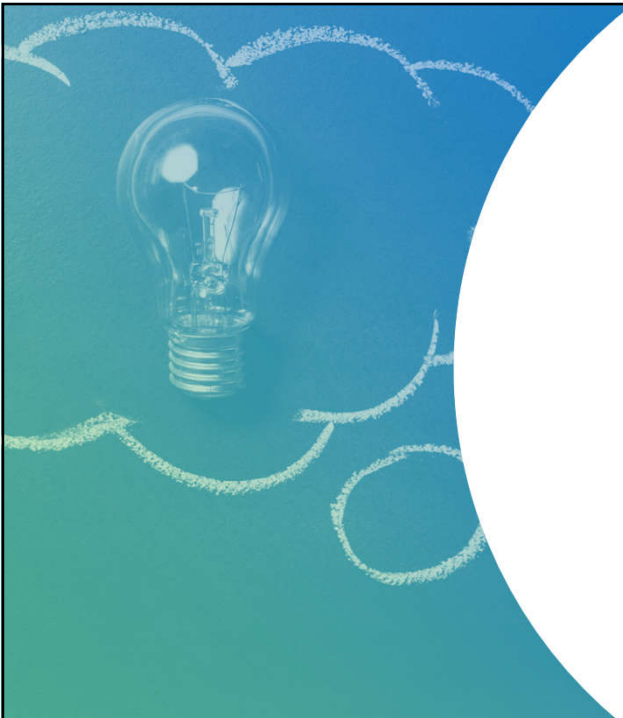
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ASSESSING CULTURES

- ▶ Ask employees what they think.
- ▶ Is there turnover? Where? Why?
- ▶ Is there a strong supervisory cohort?
- ▶ Do you take time for two-way communication?
- ▶ Is there a feedback loop with the governing body?

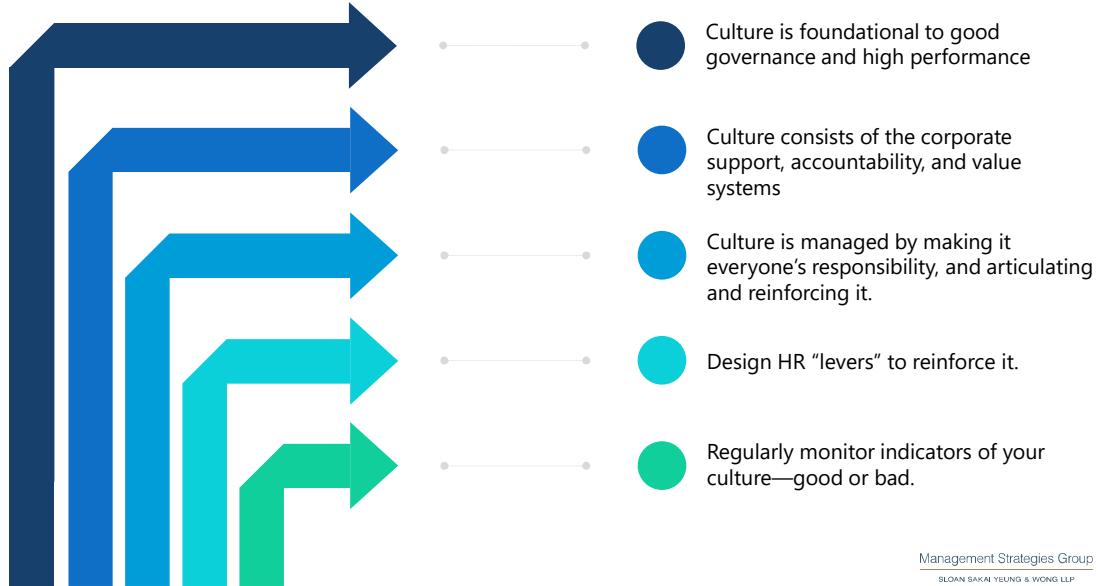


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KEY TAKEAWAYS



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THANK YOU!

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