



DR. NANCY GRASMICK
Leadership
Institute

Cultivating a Vibrant Culture in Today's World

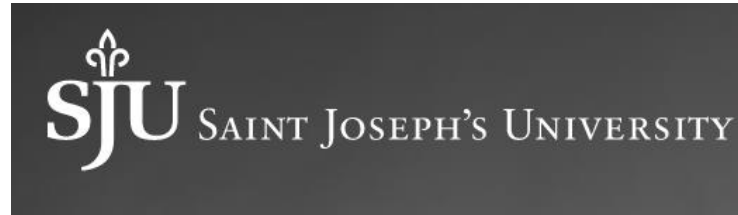
October 27, 2022

Erin Moran, Executive Director

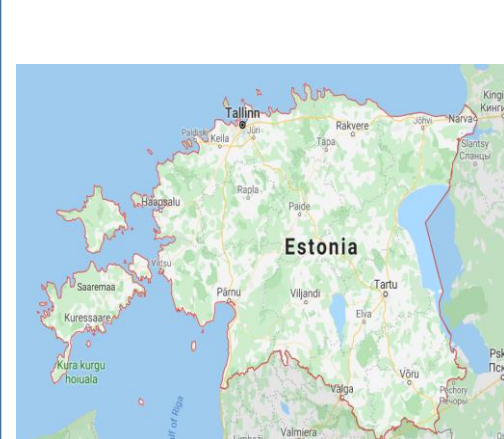
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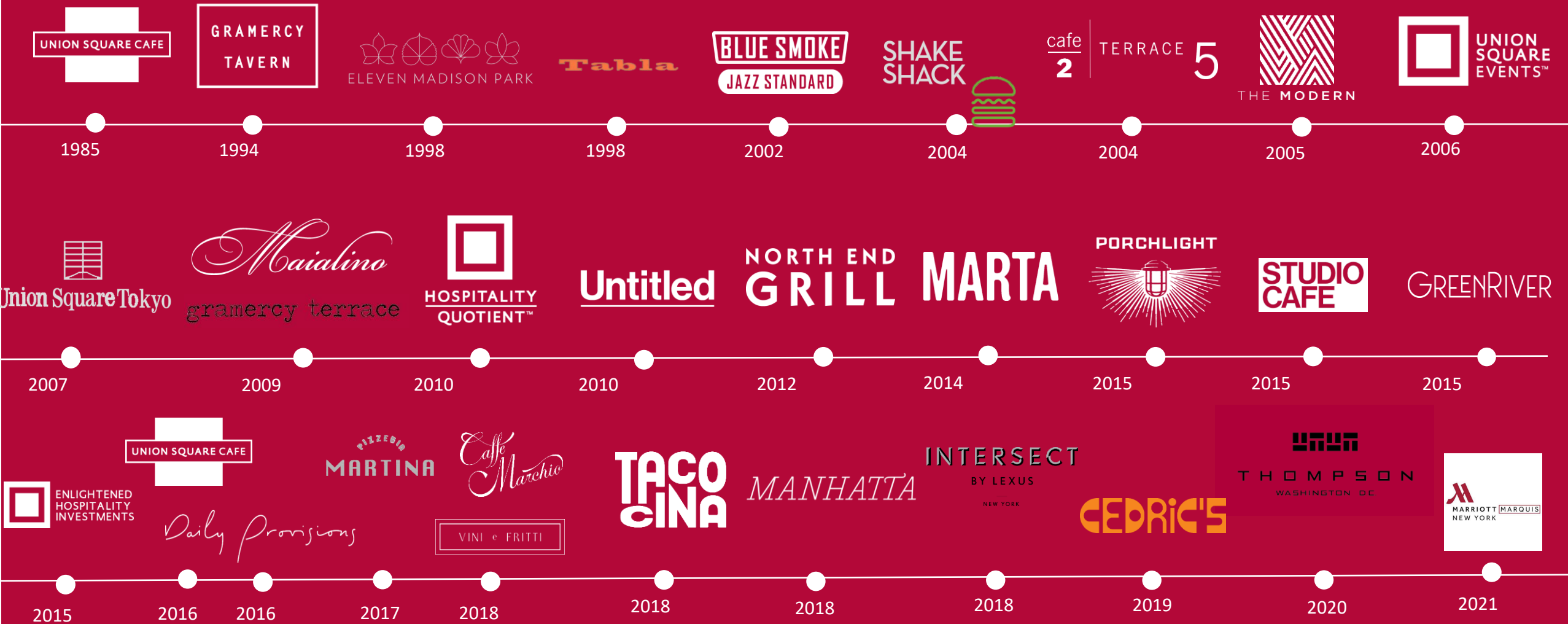
My Journey



UNION SQUARE
HOSPITALITY GROUP



USHG's Family of Businesses






The Broader Context

Accelerated Pace of Change

- Within 14 years, 50 million people were using computers
- Within 12 years, 50 million people were using mobile phones
- Within 7 years, 50 million people were using the Internet
- Within 3 years, 50 million people were using Facebook
- Within 19 days, 50 million people were playing Pokemon Go

The Great Resignation & Quiet Quitting

- Resignations are up 23% since pre-pandemic
 - 40% of employees are thinking of quitting their jobs
 - 69% of employers report that it's hard to fill open positions — a 15-year peak for the second consecutive quarter
 - #1 factor to either leave or join an organization... CULTURE
- 

The Hybrid Working Environment

- 98% of meetings will include participants joining from home
- 77% of larger organizations will increase work flexibility while 53% will shrink office sizes
- 58% of people would “absolutely” look for another job if they cannot continue remote work

Multi-Generational Differences

- For the 1st time in history, there are 5 generations in the workforce: Traditionalists, Baby Boomers, Gen X, Millennials & Gen Z
- Workers 65 and older increased from 6.5 million to 10.7 million, a 63% increase
- World's population is up 6.3% in the past 10 years and is expected to increase another 2 billion in 30 years
- 63% of the world's population is under the age of 40



A diverse group of five young professionals (three women and two men) are smiling and looking towards the camera in an office setting. They are dressed in business-casual attire. The background is a blurred office interior with large windows and modern decor.

71%

OF MILLENNIALS SAY THEY'D STAY
LONGER THAN A YEAR AT A COMPANY
THEY KNOW BELIEVES IN SOMETHING



1 FACTOR FOR MILLENNIALS
TO ACCEPT A JOB:
SENSE OF PURPOSE



2 / 3 ARE WILLING TO TAKE A
SIGNIFICANT PAY CUT TO DO SO



Today's World:
Complex
Fast-Paced
Highly Nuanced



Vibrant Culture:
People experience a sense of
purpose, belonging & impact and
they trust the people they work
for



“

people will forget what you said,
people will forget what you did,
but people will never forget
how you made them feel.

maya angelou

*“Business, like life, is
all about how you
make people feel.
It’s that simple, and
it’s that hard.”*
– Danny Meyer



Translating this to Leadership Practices

- 1) Clarify your "why" – your organization's unique purpose for existing
- 2) Consistently implement listening forums and actively respond
- 3) Practice active listening and seek to understand
- 4) Take a "one-size-fits-one" approach to build meaningful relationships
- 5) Develop leaders to cultivate trust

Clarify Your Why

Get 15% off your first contacts order >

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HISTORY

Warby Parker was founded with a mission: to inspire and impact the world with vision, purpose, and style.

We're constantly asking ourselves how we can do more and make a greater impact—and that starts by reimagining everything that a company and industry can be. We want to demonstrate that a business can scale, be profitable, and do good in the world—without charging a premium for it. And we've learned that it takes creativity, empathy, and innovation to achieve that goal.

Clarify Your Why

Airbnb's mission is to create a world where anyone can belong anywhere and we are focused on creating an end-to-end travel platform that will handle every part of your trip. As we work to achieve this goal, we are focused on building for the future, driving strong sustained growth, and creating new businesses that will power long-term success.

wl gore & associates



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W. L. **Gore & Associates**, Inc. (**Gore**) announced the acquisition of InnAVasc Medical, Inc., a privately held medical technology company focused on advancing care for patients with end ...

Careers

At Gore, we want our Associates to have ...
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About Gore

In early 2020, W. L. Gore & Associates ...
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Gore has built a worldwide reputation for ethics and integrity in its dealings with ...

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Cables can be an essential component, even a lifeline, to electronic systems. If a ...

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GORE® Gaskets provide fast, easy ...
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Pharmaceutical & Biopharm...

In the pharmaceutical industry, manufacturers must ensure the purity of ...

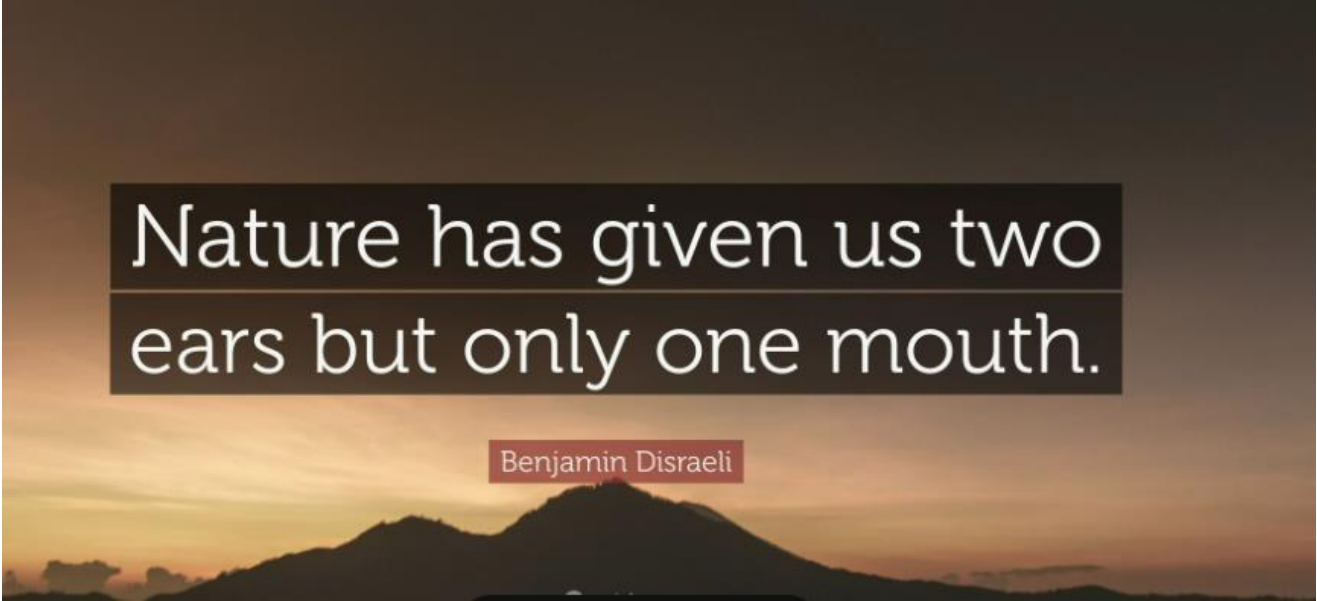
Clarify Your Why: W.L. Gore

Listening Forums

- Manager “check ins”
- Focus groups
- Pulse surveys
- Hotlines
- Email
- Respond quickly
- Stay interviews
- Exit interviews



Practice Active Listening



Nature has given us two ears but only one mouth.

Benjamin Disraeli

- Seek to understand
- Listen with your eyes and use your facial expressions to authentically demonstrate active listening
- The power of facial expressions based on a scientific study:
 - 7% of what we receive in communication is from text/email/written forms of communication
 - 38% tone
 - 55% face and body

Example: One-Size-Fits-One Approach



GPTW Employee Recognition

Profile for:

We want to ensure that each employee recognition occasion is an effective, meaningful experience. You can help us make our recognition efforts more personal and lasting by answering the following questions:

1. What are the ways that appreciation is most meaningful to you?

impromptu messages or small tokens of appreciation

2. Please mark any of these forms that you particularly like or dislike:

| | <i>Love This! Hate This!</i> | |
|-------------------------------|------------------------------|---------|
| Announcement at staff meeting | | neither |
| Card from manager | X | |
| Direct thank you from manager | X | |
| Peer recognition | X | |
| Surprises | X | |
| Shout out at team meeting | | neither |

3. What is your favorite (leave blank if not applicable):

Food:
 Snack:
 Candy bar:
 Beverage:
 Color:
 Restaurant:
 Music artist:
 Sports team:
 Hobby:
 Store:

4. What are some of the things you enjoy doing outside of work?

yoga

5. What are some ways you treat yourself?

massages

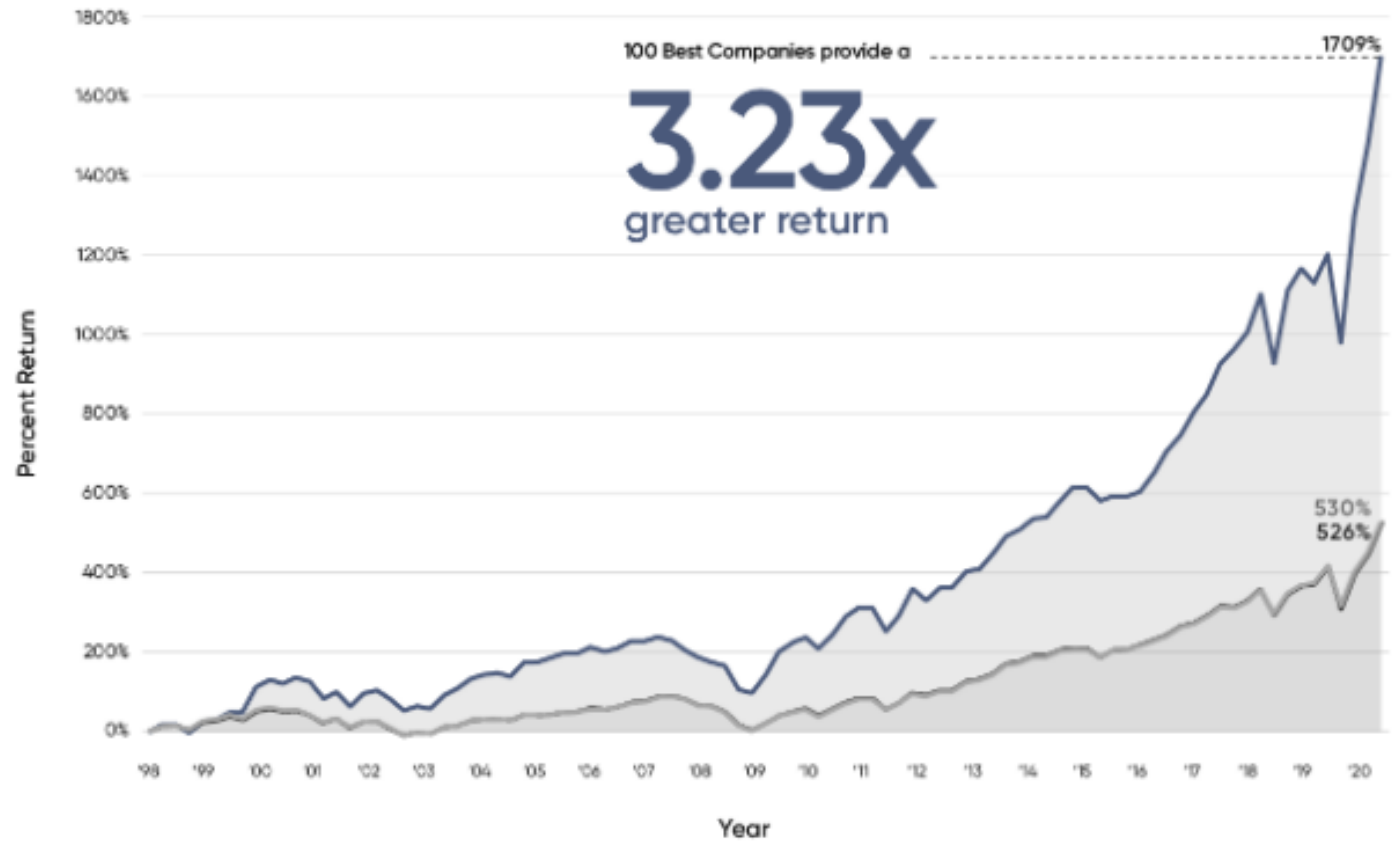
Trust Fuels Performance



Cumulative Return of 100 Best | 1998-2020

The 100 Best Companies to Work For[®] have outperformed the market by a factor of 3.23

- 100 Best
- Russell 1000
- Russell 3000



The Nature of Trust

- Trust builds over time and can be broken quickly
- Trust requires vulnerability
- Trust is powerful, yet fragile
- Being trust-worthy and being *perceived* as trust-worthy are different



Cultivating Trust

- Invite feedback from direct reports
- Recognize that there is no such thing as a “trust neutral interaction”
- When you make a mistake, own up to it
- You’ve got to give trust to get trust
- Reflect on potential mix-messages and align your behaviors to your words

Our Unique Approach

Our Principles:

- Integrity and ethics are at our core
- Financial accessibility
- Leadership development is a life-long journey
- Solutions for individuals and organizations



Upcoming Events

Building Professional Well-Being

November 9, 2022

9am-3pm

Lessons in Leadership: Webinar Series

Janet Currie, President of Greater Maryland,
Bank of America

November 17, 2022

1pm-2pm



Upcoming Events

Emerging Leaders Workshop

January 17-18, 2023

9am-3pm

Manager to Leader Workshop

February 8-9, 2023

9am-3pm





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Thank You & Questions

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