

Introduction

Culture is an essential workplace element that helps employees define their fit and experience.

In 2013, one large corporation in Rochester, New York faced a dilemma: How to transition from a formal corporate culture of top-down authoritarian leadership to more open, collaborative, people-centric work environment where employees feel more valued, respected, and engaged.

A 2018 Pulse Survey, administrated online to all employees revealed that they are not holding themselves accountable yet feel they are empowered to learn. This study explores methods and initiatives that the "Culture Team" employs to determine if these efforts are succeeding.

Research Question

- In the past 5 years "How effective have the Culture Team's methods and initiatives been in advancing the culture"?

Methodology

➤ Qualitative Research:

The Focus Group Research Method asking employees for open-ended responses conveying thoughts or feelings. Analyzing Culture Opinions & Employee Perspectives

Purpose: Conduct a case study on a companies' culture and the role played by the culture team in the evolution of culture.

Corporate Overview



Who:

One large corporation headquartered in Rochester, NY, is part of a \$6 billion family of companies that finances and delivers health care services across upstate New York and long term care insurance nationwide. Collectively, the enterprise provides health insurance to nearly 1.5 million members and employs about 5,000 New Yorkers. The corporation is known for its exceptional customer service and open, collaborative work environment.

Why Culture: What is Culture

- Organizational culture refers to names the beliefs, attitudes, behaviors, and values that develop specific to a company, as a subset of the culture of the national or ethnic culture in which it exists.
- The term corporate culture became widely known in the business world in the late 1980s and early 1990s.

The Lifetime Way

Where Did the Lifetime Way come from?

- The corporation began its initial partnership with Brand Integrity in 2010 by implementing employee recognition software.
- In 2010, CelebrateU was launched by the Office of Diversity and Inclusion team. CelebrateU brought more focus for the corporation need for a defined culture.
- For example, CelebrateU has morphed into their LTW recognition system.
- The senior leadership team worked together to create the seven Lifetime Way Values.
- Feedback on desired behaviors was gathered from leaders and employee groups.
- Brand Integrity led the senior leaders through prioritizing this feedback.
- After that, the focus was connecting the Lifetime Way to our mission and Strategy. Mission: to improve the health of the members we serve and communities we serve.
- Making sure the behaviors were not perceived as common sense, but common question are they common practice.

Solution

Culture Team

The culture team exists to promote an employee experience that consistently reflects their LTW values and behaviors. In a way that: ensures all their corporate policies, practices, procedures, and decisions align with LTW Values and Behaviors; retains the best and brightest talent; fosters an atmosphere of continuous improvement; and employees feel a sense of pride in what they've created.

Culture & Organizational Effectiveness Efforts

1. LTW strategy
2. culture roadmap development
3. Culture curriculum development
4. Corporate coaching
5. LTW system administration
6. Survey administration
7. Analytics
8. Reporting
9. Corporate coach and public notary
10. Culture Show, HR Reflectors,
11. LTW Ambassador program facilitation, Communications, and Instructional Designs.
12. Launching & Measuring Lifetime Way Pulse Assessment

Results to Share

- Holding people accountable for the Lifetime Way Behaviors \triangle 1%
- Talking about the Lifetime Way in regular meetings \triangle 2%
- Greet coworkers throughout the day ∇ 4%