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Seek Knowledge. Affirm Faith. Change the World.



SeLD Inter-American Division

July 26, 2023

Christon Arthur, PhD

Best Practice in Workforce Management

Culture Eats Strategy for Breakfast

Outline

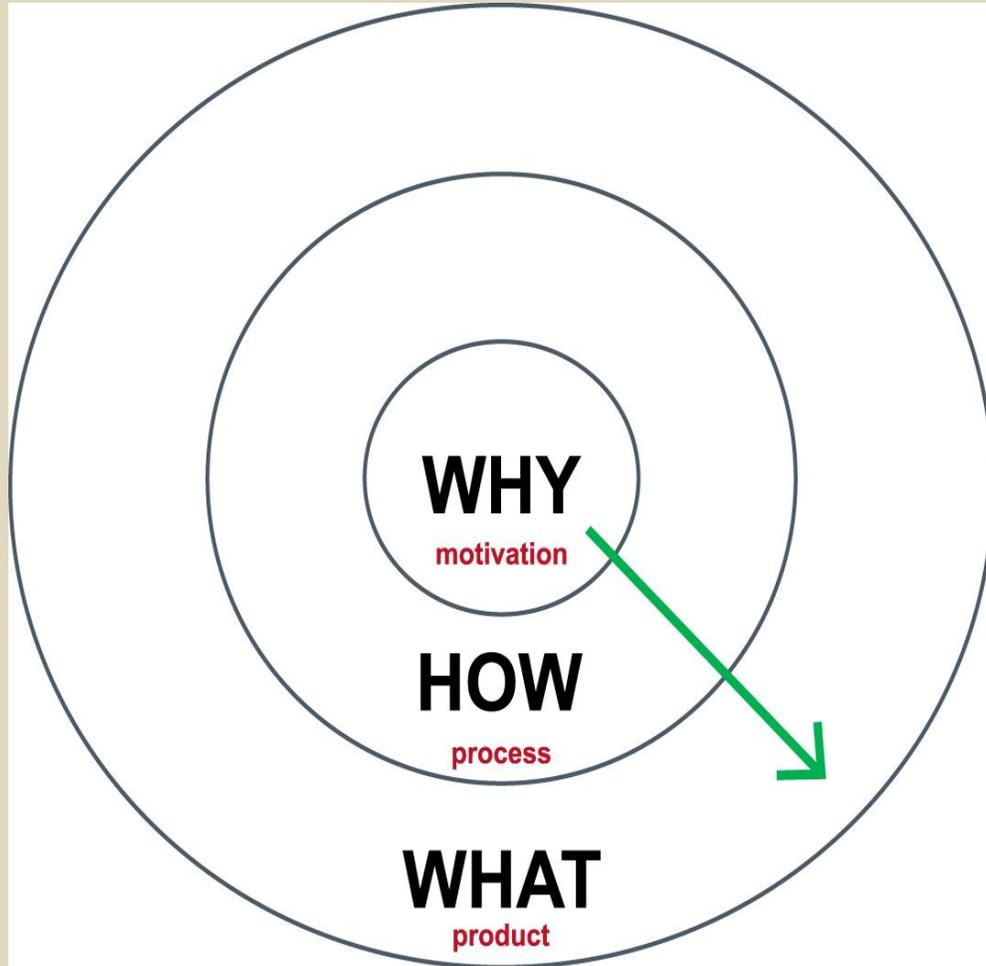
1. Stewards of Culture
2. Stewards of Shared Governance
3. Stewards of Employee Growth & Professional Development

Some Principles to Guide the Way



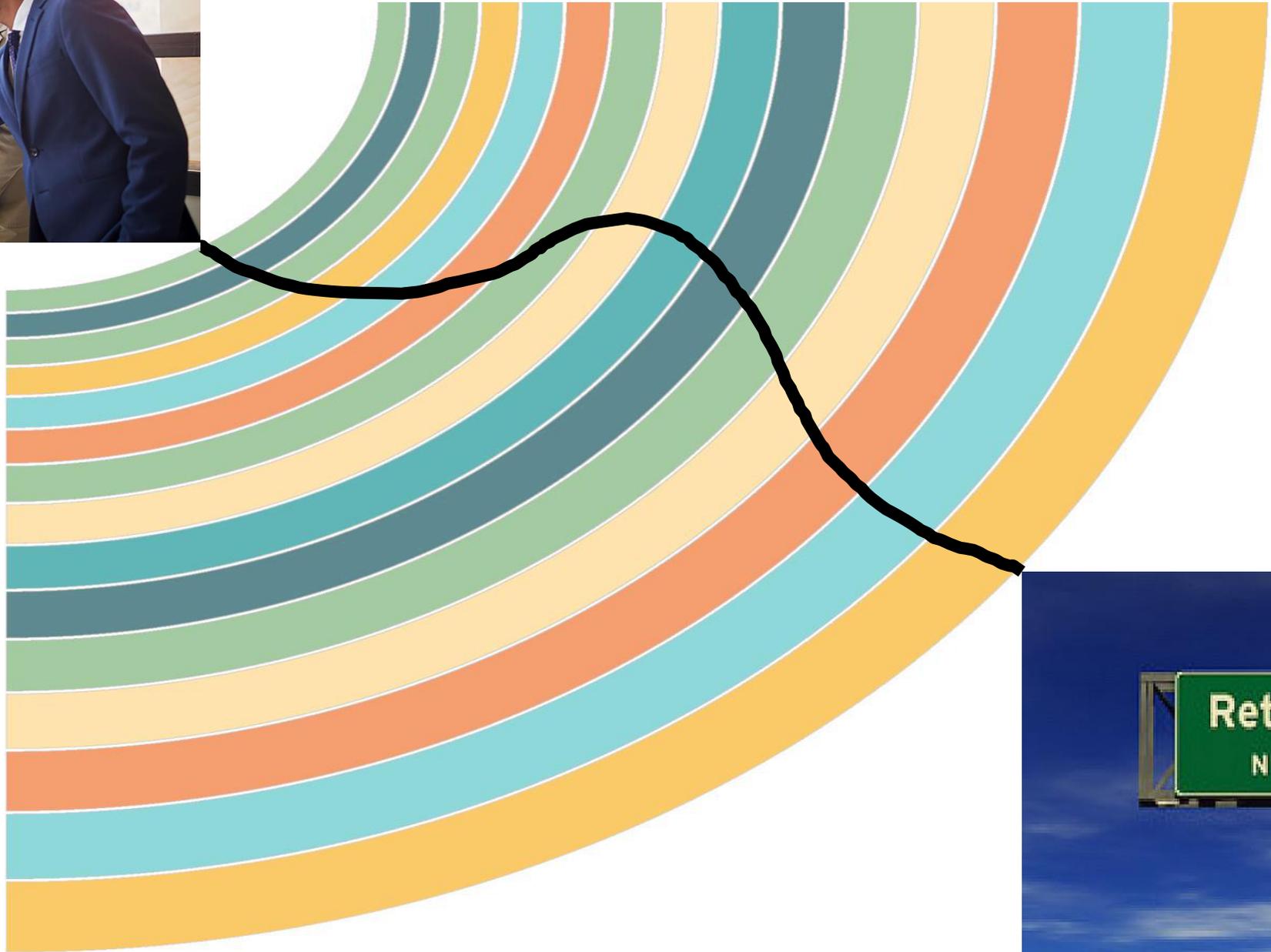
Stewards of the Culture

Begin with WHY



Start with Why –
Simon Sinek

If the why is clear,
then the what has
significance – *Arthur*



Parable of the Soil



Principle: Parable of the Soil

3-8 “What do you make of this? A farmer planted **seed**. As he scattered the **seed**, some of it **fell on the road**, and birds ate it. Some **fell in the gravel**; it sprouted quickly but didn’t put down roots, so when the sun came up it withered just as quickly. Some **fell in the weeds**; as it came up, it was strangled by the weeds. Some **fell on good earth** and **produced a harvest** beyond his wildest dreams.

9 “Are you listening to this? Really listening?”

(Matt. 13)



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Most of the values we
think we hold are in
contradictions of the
other values we think we
hold – *Brené Brown*

Pause to ponder.....

What would it take for the culture
in your workplace to be ‘receptive
of the seeds of strategy?’

Parable of the Soil



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

Maya Angelou

Culture Eats Strategy for Breakfast

Culture is the default values, attitudes, behaviors – it's the default way that we do things.....

Organizations are like Row Boats:

- **30%** are **Rowing**
 - **50%** are **Waiting for Instructions**
 - **20%** are actively **Sabotaging**
- ***The Toxic 20***

(Rex Miller, Futurist)



Leaders must **either invest** a reasonable amount of time attending to fears and feelings **or squander** an unreasonable amount of time trying to manage ineffective and unproductive behavior. *Brené Brown*

Pause to ponder.....

Where should you spend your time?

- With the 30% to get them to do more?
- With the 50% to provide instructions?
- With the 20% to get them onboard?

Parable of the Soil



PEOPLE
JOIN
BECAUSE OF
GREAT VISION
PEOPLE
LEAVE
BECAUSE OF
POOR
LEADERSHIP

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Stewards of Shared Governance

The Landscape in the Workplace



It's all about
mission

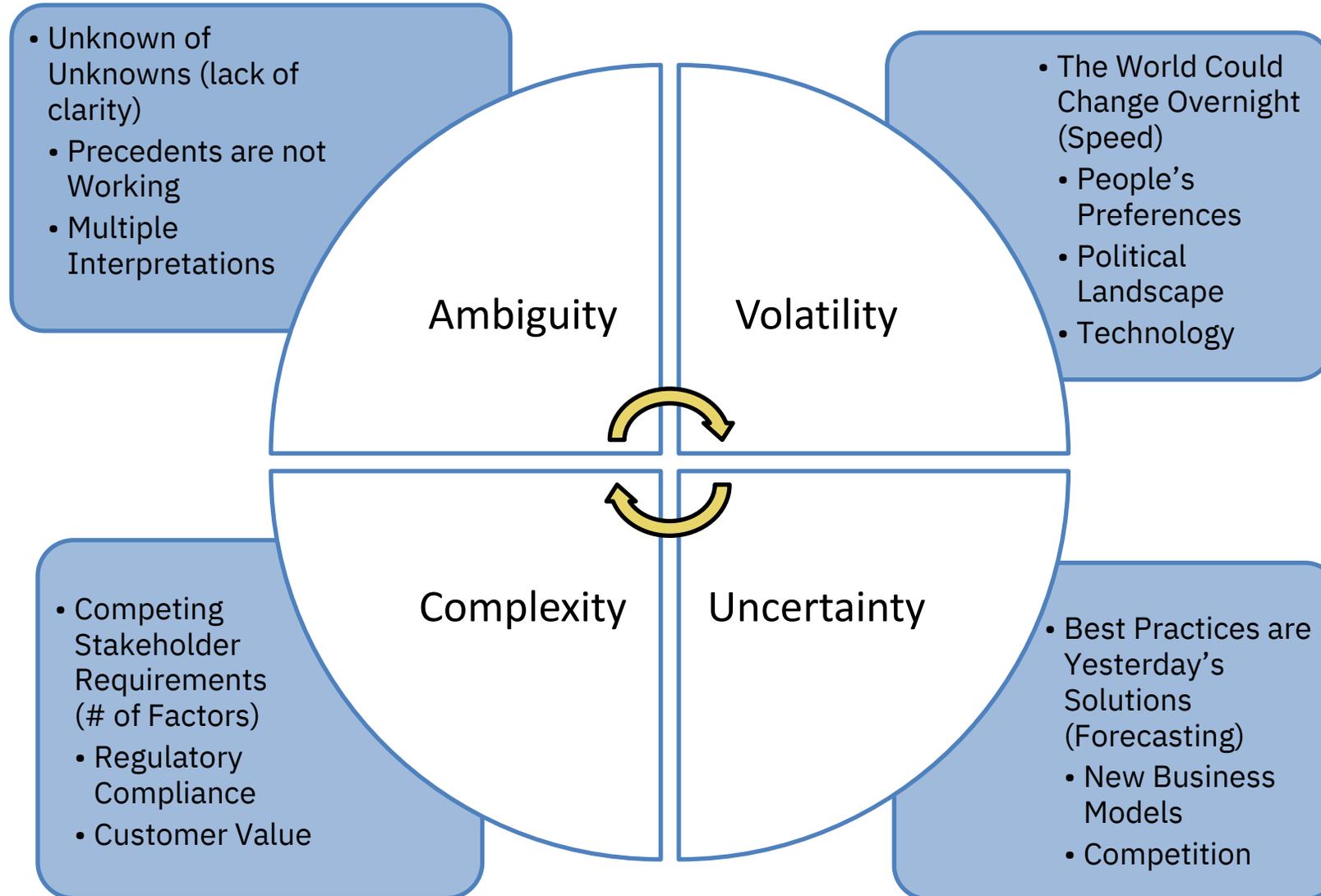




I am
building
a Castle



VUCA Reality



Leading Through Uncertainty

- Evolving challenges and strategies for stewardship

• *Recent Chronicle of Higher Education Special Report*



Caring compassion for
the people we lead is a
prerequisite for
leadership – Brené Brown

Leveraging for Success.....

“The good-to-great companies made a habit of putting their **best people** on their **best opportunities**, **not** their **biggest problems**...to grasp the fact that managing your problems can only make you good, whereas building your opportunities is the only way to become great.” *James C. Collins*

Leveraging Success.....

“If anything goes bad, I did it. If anything goes semi-good, we did it. If anything goes really good, then you did it. That’s all it takes to get people to win.....for you.” *Alabama coach, Paul “Bear” Bryant*

I am sending a
man to the
moon





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Listen with the same
passion as you want to
be heard – Brené Brown

Listening Styles Profiles

Bodie, G.D., Worthington D.L., & Gearhart, C.C. (2013)



RELATIONAL LISTENING

- People-oriented
- Empathic tendencies
- High ability to focus on others' feelings
- Verbal benevolence



ANALYTICAL LISTENING

- Content-oriented
- Systematic thinking
- Information processing
- Seeks all perspectives before drawing opinions



TASK-ORIENTED LISTENING

- Action-oriented, no time wasting
- Seeks brevity in replies
- Lacks empathetic ability
- Get to the point



CRITICAL LISTENING

- Focus on accuracy and logic
- Hears errors & inconsistencies
- Conversational assessment
- Notes verbal contradictions

@consciousempathyatwork

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Pause to ponder.....

What makes it challenging for you to live up to your shared governance responsibility?

Parable of the Soil



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Stewards of Employee Growth & Professional Development

Employee Growth & Development

- Organizational growth starts with **empowering employees** to tap into their professional career goals. Supervisors must support employees career growth, so they'll build their skills and be motivated on the job (Forbes, 2021).
- **Neglect of employees' growth** is to risk having the most talented workers feel they aren't appreciated, thus **hurting morale and productivity** (Forbes, 2021).
- **Support for employees** and their careers lead to **better retention and organizational growth** (Forbes, 2021).

I TAUGHT STRIPE HOW TO WHISTLE



I DON'T HEAR HIM WHISTLING



I SAID I TAUGHT HIM. I DIDN'T SAY HE LEARNED IT



Supporting Employees so they can whistle...

- 1. Understand** employee aspiration – align employee assets to organizational priorities.
- 2. Pay for professional development** – make professional growth (that is paid for) an employment requirement.
- 3. Encourage** smart, efficient work – reward efficiency not long hours.
- 4. Identify** mutually beneficial solutions – that will advance career goals and advance the organization.
- 5. Support** participation in PD – opportunity for
What's next (Forbes, 2021).



Supporting Employees so they can whistle...

6. **Establish** a mentoring program – senior employees regularly offer insights, professional guidance, to less-experienced colleagues.

7. **Offer** online PD courses – make opportunities flexible whenever and wherever.

8. **Help** employees define a development path – a clear path.

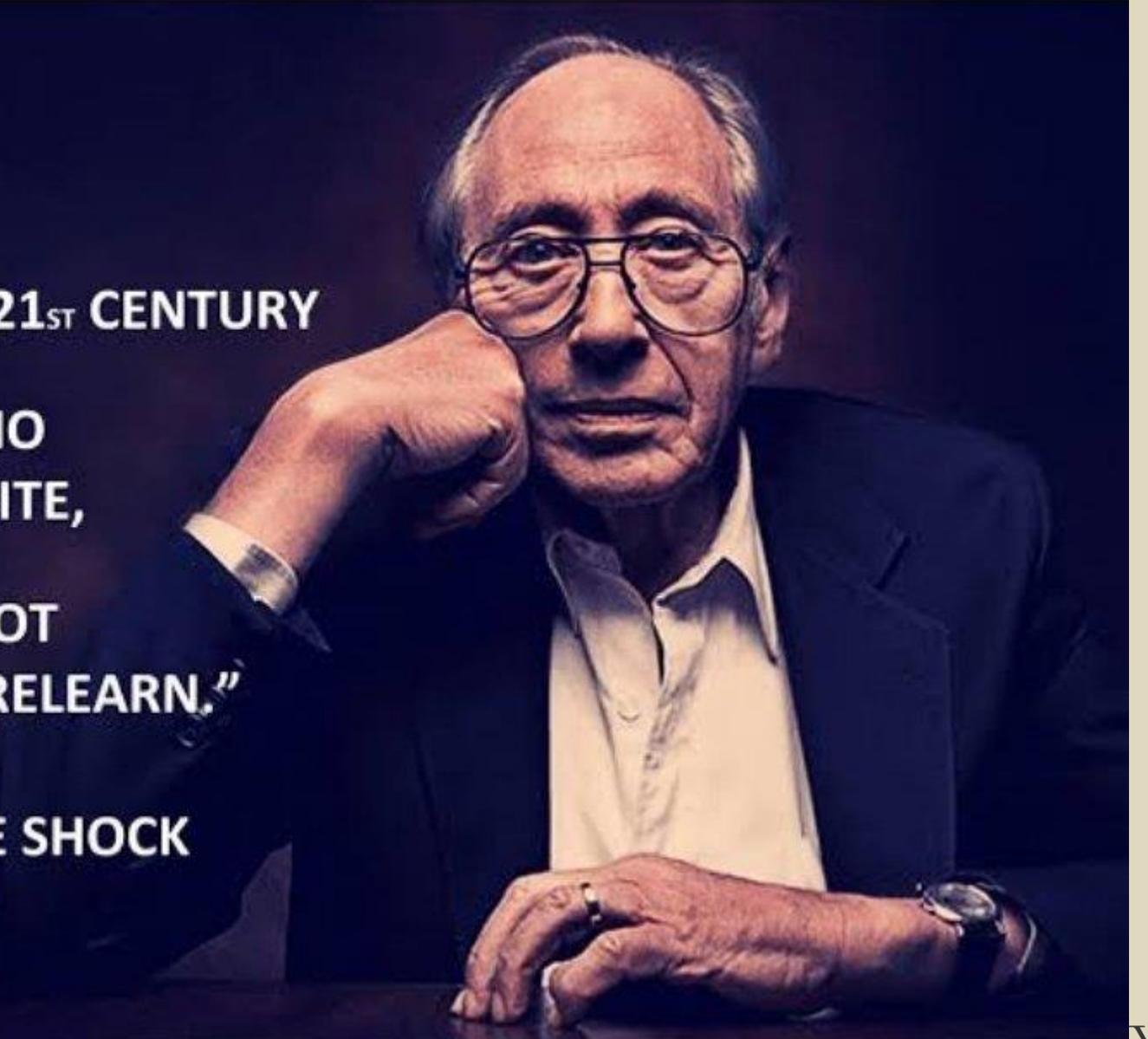
9. **Help** employees Identify strengths and patterns – strong self-awareness is the key to growth.

10. **Accept feedback** to give feedback – seek feedback to make it easy for employees to receive it

(Forbes, 21/21)



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A portrait of Alvin Toffler, an elderly man with glasses, wearing a dark suit jacket over a light-colored shirt. He is resting his chin on his right hand and looking directly at the camera with a thoughtful expression. The background is dark and out of focus.

**“THE ILLITERATE OF THE 21ST CENTURY
WILL NOT BE THOSE WHO
CANNOT READ AND WRITE,
BUT THOSE WHO CANNOT
LEARN, UNLEARN AND RELEARN.”**

~ALVIN TOFFLER, FUTURE SHOCK

Affection for the people
we serve is nonnegotiable
– Brené Brown

Relationship
Management



Self-awareness



4 PILLARS

**OF EMOTIONAL
INTELLIGENCE**

Self-regulation



Social Awareness



Pause to ponder.....

1. What is your theology of shared governance?
2. How does the concept of a priesthood of all believers (employees) inform your governance choices?
3. If we are all priests, then what?

Pause to ponder.....

4. What do you really want employees to be/do/think?
5. How will their employment change their lives/make them different/better?

Caring compassion for
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Parable of the Soil



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In Conclusion.....

24-28 When the ten others heard about this, they lost their tempers, thoroughly disgusted with the two brothers. So Jesus got them together to settle things down. He said, **“You’ve observed how godless rulers throw their weight around, how quickly a little power goes to their heads. It’s not going to be that way with you.** Whoever wants to be great must become a servant. Whoever wants to be first among you must be your slave. That is what the Son of Man has done: He came to serve, not be served—and then to give away his life in exchange for the many who are held hostage”

(Matthew 20, The Message).



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Tension is Healthy.....

- “The test of a first-rate intelligence is the ability to hold two opposing ideas in the mind at the same time and retain the ability to function.” Jim Collins
- E.g., the search for truth and the certainty of already knowing God as the source of all truth
- Our purpose is not to eliminate intellectual tension but to equip employees with the ability to thrive in the midst of unresolved tension.

Seventh-day Adventist organizations Exist to...

- **Serve the cause of Christ** – A cause, that is much bigger than ourselves.
- **Help employees to be incredibly ambitious** – but first and foremost for the organization – the Cause of Christ! Not self.
- **Help employees ask**, how will ***I change*** the *Lives of Others* today? *Jim Collins*

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