



Managing Culture across Multiple Campuses

Breakout Session Tips

SAWA 2016

Shared common framework:

- Don't be afraid to challenge the status quo.
- Develop clear goals and plans that focus on culture.
- Develop job descriptions and performance assessments that address culture expectations.
- Hire for culture and fit. Culture should be incorporated into the hire process for staff, volunteers and board members.
- Hire one and the rest will follow. Don't be afraid to reassign those that don't get with the program.
- Avoid campus/location-specific processes whenever possible. Ensure consistent signage, expectations of care and customer service, and collateral that highlight brand and mission.
- Hold people accountable through regular coaching and putting things in writing.
- If in a governmental organization, recognize the entire city government staff and departments as additional locations and as partners with cultural development.

Documentation system:

- Explain expected culture from on-boarding to everyday, in all written materials.
- Create written SOP's that are clear, inclusive, and short. Spend the time to train staff on them. Use language that is culture oriented.
- Place documents on a shared online system.
- Establish field ready guides – think flowcharts, checklists and bulleted documents.

Communication:

- Don't reinvent the wheel. Ask questions of others about process and modify as you work and analyze your plan.
- Be creative and open to staff's ideas. Get to know all staff. Open dialogue yields amazing things.
- Consider all marketing and communication techniques when sharing culture; phone scripts, meetings, social media, collateral, etc.
- Assign cultural messages to trucks as well since they can be seen as another location.
- Words matter. Use common language on what you call programs and locations.