

Behaviors Quick-Start

Identify which behaviors are good for your culture and which ones aren't.

HOW SHOULD EMPLOYEES ACT?

Decide What You Will Stop, Start, and Continue

Assemble about 15 formal and informal leaders from across the organization, ideally your Culture All-Stars. This team will help evaluate, identify, and prioritize three types of team and organizational behaviors: (1) those that aren't representative of the company's values and purpose, (2) those that do align with the company's values and purpose, and (3) those that, if introduced, would be ideal examples of the company's values and purpose.

With your group, use the following tools to list and rank the three categories of behaviors. For this exercise it's important to use a canvas on which everyone can work together. I like giant sticky pads over whiteboards because the work can stay visible around the room. It's not ideal, but this exercise can be done remotely. If you do choose to go remote, use an online collaboration tool like Google Sheets or Trello.

Now, establish three work areas, one for each category, and fill each according to the instructions on the following pages. Once complete, discuss what you will need to end "Stop" items, ways to celebrate "Continue" items, and how to implement critical "Start" items.

WHY YOU'RE DOING THIS

To evaluate, identify, and prioritize three types of behaviors.

HOW YOU'LL DO IT

A half-day workshop.

WHO SHOULD PARTICIPATE

8 to 15 Culture All-Stars.

WHERE IT SHOULD HAPPEN

A large room with lots of wall space and room to collaborate.

WHAT YOU'LL NEED

White boards or poster-sized sticky pads, a few regular-sized Post-it pads, markers, pens, and a set of worksheets for each participant. If you are facilitating this exercise remotely, use an online collaboration tool like Google Sheets or Trello.

HOW LONG YOU'LL NEED

3 hours.

Download this exercise to work on with your team at [greatmondays.com](https://www.greatmondays.com)

GREENHOUSE CULTURE CREDO

AUTHENTIC

- We act and talk like real people.
- We are honest, candid, and sincere with our customers and colleagues.

EFFECTIVE

- We are purposeful in the focus of our efforts.
- We have a strong bias for action.
- We deliver.

CUSTOMER-FOCUSED

- We care about the success of our customers.
- We are thoughtful about delivering a positive customer experience.
- We act in the long-term best interests of our customers.

INCLUSIVE AND OPEN-MINDED

- We are committed to an environment where people from a diversity of backgrounds feel included and comfortable.
- We encourage different perspectives and opinions.

COLLABORATIVE

- We work toward common goals.
- We trust and help each other.

AMBITIOUS

- We challenge ourselves and each other to do great work.
- We empower people to do the best work of their career.

PART 1: STOP

Part 1 is intended to uncover individual or group behaviors that aren't representative of the company culture you want.

If the majority of participants are together in person:

1. Ask your team to write down as many non-values aligned behaviors as they can on small sticky notes, one idea per note.
Time: 15 minutes
2. Then have team members present their list to the group, sticking their suggestions on the board as they do. If someone else in the group has the same or a closely-related behavior, have that team member add the behavior to the board next to the first post.
Time: 30 minutes

If the majority of participants are remote:

1. Instruct each person to take 15 minutes to list individual, team, or corporate behaviors that conflict with the company values in the online tool like Google Sheets or Trello.
2. Collect and organize the responses, grouping any similar or related responses together.

Both in person and remote participants continue here:

3. Once everyone has made their contribution, reflect on the results by asking questions about *patterns*. Which behaviors were most often repeated? Which were single occurrences? Why might this be? By observing patterns, you can learn more about the current state of the organization's culture. For example: Are there a lot of comments about micromanagement? Why might that be? Does that support or challenge assumptions about your culture?

Time: 30 minutes

Ranking

4. On a scale of 1 to 3, assign two numbers to each behavior.

The first number will indicate how urgent the undesirable behavior is. If in person, split up the behaviors and ask participants to help score a few each.

- 1 is a behavior that is least urgent ("This isn't ideal, but it isn't critical.")
- 3 is a behavior that is most urgent ("We've got to stop this immediately.")

The second number will represent how much effort will be required to stop that behavior.

- 1 is a behavior that will be harder to stop
- 3 is a behavior that will be easier to stop

Time: 10 minutes

5. Tally your numbers, then prioritize the items with the highest totals.

LIST INDIVIDUAL AND GROUP BEHAVIORS THAT AREN'T REPRESENTATIVE OF THE COMPANY'S VALUES.

Behaviors to stop:	HOW URGENT?	HOW EASY?	TOTAL
	1 2 3	1 2 3	
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____

PART 2: CONTINUE

Part 2 is intended to identify existing behaviors that should continue. This section will help employees have a clear picture of what positive behavior looks like in your company.

6. Follow the same process as in Part 1 for behaviors within the organization that support the culture you want to create.

Time: 60 minutes

Ranking

7. List and rank the behaviors in order of their clarity of connection to your organization's purpose or values, and the amount of energy or resources they take.

On a scale of 1 to 3, assign two numbers to each behavior. The first number will indicate how aligned the behavior is to your organization's purpose or values.

- 1 is a behavior that is least aligned ("This is a positive behavior, but it doesn't map to any of our values or purpose.")
- 3 is a behavior that is most aligned ("This behavior directly contributes to living our values and achieving our purpose.")

Time: 10 minutes

The second number represents how much effort it will require to support the behavior.

- 1 is a behavior that takes a lot of time, energy, or budget to keep going
- 3 is a behavior that happens easily, without needing much organizational support

Time: 10 minutes

- 8.** Tally your numbers. While all the items on this list are good in some way, the behaviors with the highest number will be the most important to focus on.

LIST INDIVIDUAL AND GROUP BEHAVIORS THAT SUPPORT THE COMPANY'S VALUES.

Behaviors to continue:	HOW ALIGNED?	HOW EASY?	TOTAL
	1 2 3	1 2 3	
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____

PART 3: START

Part 3 is a bit harder. It's the same process as above, but this time the task is to imagine new behaviors that aren't happening now but should be. These are activities that if introduced into the organization would help employees better act on its purpose or values. Imagining what doesn't exist is a difficult task, so make sure you've recruited a few people for whom this is a talent. Designers and creatives of any kind are ideal candidates.

- 9.** Ask each person to generate as many new value-driven behaviors as possible. Instruct them to start with the first value and imagine choices that individuals, managers, groups, and the organization could make that would support that value. *Hint: ask participants about ideal behaviors they've seen at other companies. What could your company do that is similar?*
Time: 10 minutes
- 10.** Have each participant share their ideas with the group, allow time for others to add ideas as they come up. Make sure to record these new ideas as well.
Time: 10 minutes
- 11.** Move to the next value and repeat the process of working individually then sharing with the group.
Time: 20 minutes per value
- 12.** Continue until all the values have been addressed.
- 13.** Assign each participant someone else's ideas to rank.

Ranking

14. Like Part 2, on a scale of 1 to 3, assign two numbers to each behavior.

The first number will indicate how aligned the new behavior is to purpose and values.

- 1 is a behavior that is least aligned
- 3 is a behavior that is most aligned

Time: 10 minutes

15. The second number represents how much effort might be required to introduce and support the behavior. I say *might* because you won't really know until you've done it, so make an informed guess.

- 1 is a new behavior that will take a lot of time, energy, and/or budget to initiate and support
- 3 is a new behavior that will probably not need a big push to get it started, nor much organizational support to run

Time: 10 minutes

16. Tally your numbers. The behaviors with the top three scores are your high-leverage points. Without too much effort, these should move your organization toward the culture you want. Time to start implementing.

LIST ANY BEHAVIORS THAT AREN'T OCCURRING BUT SHOULD BECAUSE THEY WOULD HELP THE COMPANY ACT ON ITS VALUES.

Behaviors to start:	HOW ALIGNED?	HOW EASY?	TOTAL
	1 2 3	1 2 3	
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____
_____	○ ○ ○	○ ○ ○	_____