Creating a Growth Culture

Unleashing the potential of your people to catalyze organizational development

TCG Fall Forum 2018
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Objectives

We hope you will leave here with a solid understanding of:

• What we mean by “people development”

• Why theater organizations should invest in people development

• How we designed a people development system at Yale School of Drama’s Theater Management Department and how it affected their culture

• How you can apply insights from this case study to inject people development into an overarching people strategy at your own organizations
Who's here?
WHAT is People Development?
Workplace well-being vs. Workplace flourishing
Adult development theory

• Mental complexity increases with age (Kegan & Lahey)

• Technical vs. adaptive change (Ronald Heifetz)

• Growth vs. Fixed mindset (Carol Dweck)

• Do, reflect, apply (David Kolb)

• Through making mistakes, we grow (Ray Dalio)

3-step Experiential Learning Cycle

Adapted from the work of David Kolb (1984) by Pfeiffer and Jones (2005).
Do you worry about how good you are – or about how fast you are learning?

- Ray Dalio, Founder, Bridgewater Associates
WHY should your organization take this on?
What do theaters spend more money on than anything else?
Its people!

- People account for average 55% of annual budget
  - Total spend across industry = $643 million!
- Min = 12%; Max = 83%
- No aggregate data on % spent on people development, but we know it’s near nil.

Source: TCG Fiscal Survey 2015
People Development

Deliberately Developmental Organizational Culture

Organizational Performance
We need to stop our field’s "brain drain."

What drives attraction and retention?

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<thead>
<tr>
<th>Extrinsic</th>
<th>Intrinsic</th>
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</thead>
<tbody>
<tr>
<td>• Salary</td>
<td>According to Glassdoor:</td>
</tr>
<tr>
<td>• Benefits</td>
<td>1. Positive culture and values</td>
</tr>
<tr>
<td>• Reputation</td>
<td>2. Improving the quality of senior management</td>
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<tr>
<td>• Free tickets</td>
<td>3. Creating career pathways</td>
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People development is a basic requirement for organizations to remain competitive in the labor market.

Source: https://hbr.org/2017/01/what-matters-more-to-your-workforce-than-money
Self-objectivity isn’t possible.

i've heard the rhetoric from both sides... time to do my own research on the real truth

Googie

Literally the first link that agrees with what you already believe
Completely supports your viewpoint without challenging it in any way

Another link
Don't worry about this one

...jackpot
Second-order benefits of people development

• **Unifies** the organization around a common effort outside of production.

• **Prepares** an organization for leadership transitions, internal promotions, and overall succession.

• **Reinforces** equity/diversity/inclusion work
In sum...

1. Your organization and the field need transformative solutions to adaptive challenges – so you need adaptive people to find them.

2. Being a deliberately developmental organization (DDO) can be the cause of what makes you successful.
HOW might this be done?
Case Study:
Yale School of Drama Theater Management Department
The Situation

**Challenge**

- Competitive culture that pushed people further into hiding
  - inhibited trusting interpersonal and cross-functional team relationships
  - prevented process and performance gains that should come from diverse teams

**Solution**

Create a people development system wherein people would support each other's growth:

- a robust understanding of their own values, abilities, skills, and areas for growth
- a detailed plan for how to enhance their strengths and develop their weaknesses
- capacity for resilience in the face of feedback, and a genuine eagerness to hear and grow from the perspectives of others
The model
Start with awareness building

Self-Reflection
- “Objective” testing
  - MBTI / psychometric tests
  - Strengths inventory
- Reflected Best Self™ exercise
- Touchstone values

Training
- Workshops
  - Growth vs. Fixed mindset
  - Adult development theory
  - Giving and receiving feedback
  - Change management
Gather data in order to diagnose to root cause

**Tools**

- Role competencies
- 360 assessments
- Informal feedback
- Mood Meter (emotional intelligence)
- TinyPulse (point in time feedback)

**How to analyze**

- Coaching
  - Catalytic Coaching (Markle)
  - Peer to peer
  - Supervisor/supervisee
Receiving feedback sits at the intersection of these two needs—our drive to learn and our longing for acceptance. These needs run deep, and the tension between them is not going away.

-Douglas Stone & Sheila Heen, Thanks for the Feedback
Three types of feedback

• Appreciative
• Coaching
• Evaluative

Image Source: macart.org
Set the plan into action

Development plan

• Employee-driven articulation of areas for growth with specific plans about how to address them over a set timeline
• Immunity to Change map exercise

Action

• Coaching continues
• Informal feedback gathering continues
• Becomes a living document and process
Pause at inflection points

Evaluation

• Performance reviews
  • Self-evaluation and two-way accountability
  • Seek data one level below
  • Assess job skills against preset role competencies
  • Outputs:
    • Career pathing
    • Fitness for role
    • Job design changes / Guardrailing needs
    • Compensation
  • Should not be a surprise

Exit

• Deliberate off-boarding process
  • Show gratitude for service
  • Launchpad to next step
  • Exit interview
System Design: Year 1

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<th>Oct/Feb</th>
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<td>Training</td>
<td>Information Gathering</td>
<td>Diagnosis</td>
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<td>Pre-Reading</td>
<td>Growth Mindset</td>
<td>Feedback</td>
<td>System</td>
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<td>Training</td>
<td>Information Gathering</td>
<td>Record Informal Feedback</td>
<td>PWA Coaching/Skills Inventory</td>
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Outcomes so far
Slow, but promising implementation

Goal:

• Shift from a **competitive** culture to a **growth** culture

Net outcome to date:

• Early feedback from first-year students indicates that they are having a much different experience than their older colleagues
  • “We feel incredibly supported.”
• Proactive & collaborative goal-setting between students
  • “I want my first-year to have a different experience than I had.”
Change takes time and effort, but it's worth it.

- Transparency is key; acknowledge that it won't be perfect.
- Start with people changing their mind-sets and micro-behaviors.
The culture of most organizations is designed for PERFORMANCE.

In a culture of PRACTICE everyone is learning and growing.
Doesn’t matter how...just do it.
Thank you!
Questions?