

Don't Let Culture Eat Collaboration for Breakfast

Community Wealth Partners

November 17, 2015

Please take a post-it and write down your most burning question about culture-building within a collaborative.

When done, please place your post-it on a flip chart.



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Session Objectives

- **Understand how culture can impact the success of a collaborative effort**
- **Become familiar with frameworks for building and maintaining culture**
- **Learn about how other collaborative efforts have effectively built and managed culture**
- **Meet peers who are also working on culture and get ideas for new ways to address challenges**

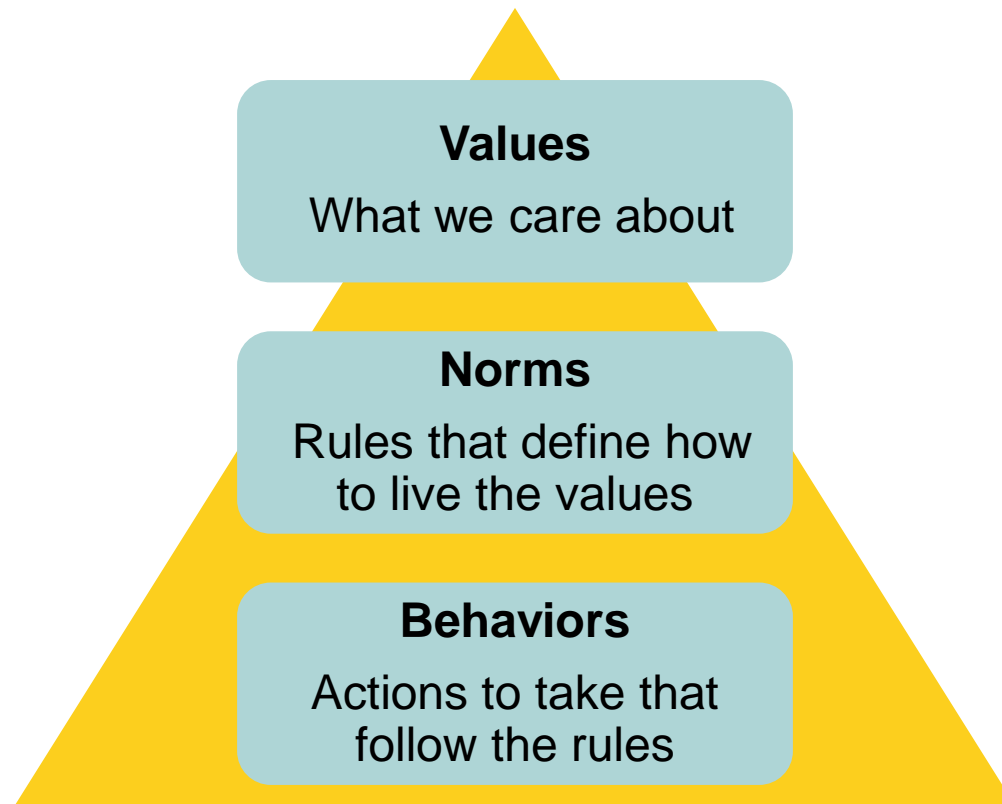
**At Community Wealth Partners,
our goal is to help organizations
solve social problems at the
magnitude at which they exist.**



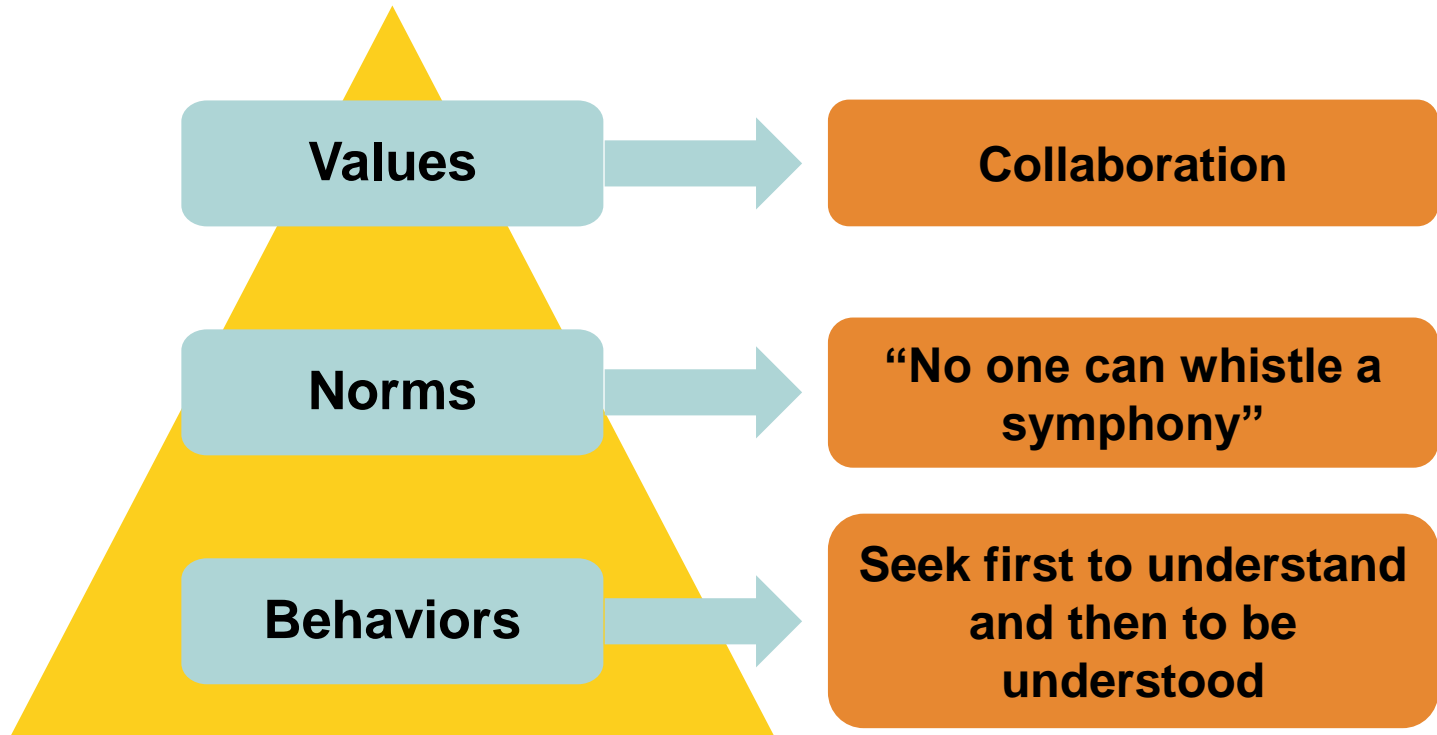
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Culture is a set of values, norms and behaviors that guide human interaction.



An Example from Our Organization



Exercise 1: Name One of Your Cultural Norms



Name a cultural norm that exists in a collaborative in which you're involved

Share your norm with a partner and discuss:

- **Was this norm intentional or unintentional?**
- **Did it help or hinder your collaborative? How?**



Our Guest Speakers



Helios[®]
Education Foundation

Karen Ortiz, Vice President and
Program Director for Early
Learning Initiatives

Helios Education Foundation

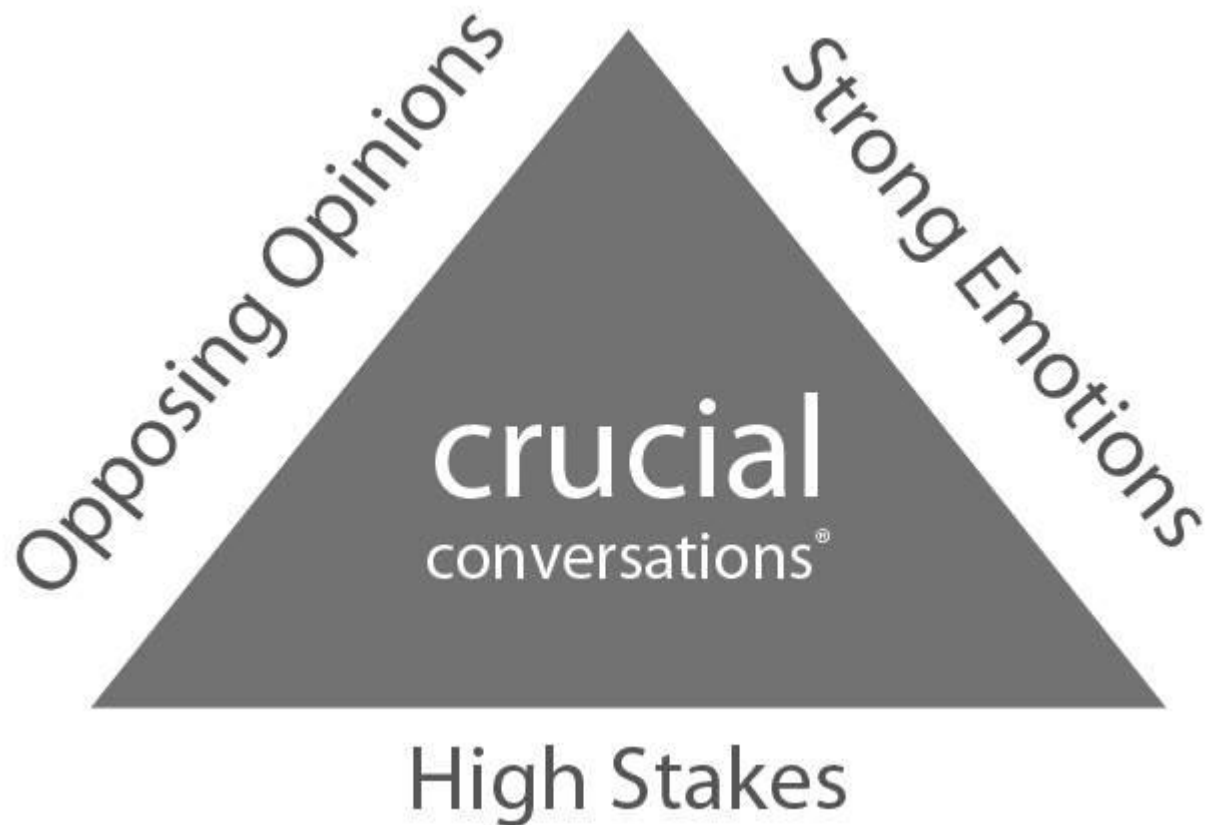


Cincinnati Children's[®]
Hospital Medical Center

Uma Kotagal, Senior Vice President,
Quality, Safety and Transformation

Cincinnati Children's

“Crucial Conversations” is one framework for addressing culture challenges.



From “Crucial Conversations: Tools for Talking when Stakes are High” by Patterson, Grenny, McMillan, & Switzler.

Before engaging in a crucial conversation, ask yourself these questions.

- **Identifying a Purpose:** What is your purpose for having the conversation? Is your purpose constructive?
- **Goal-Setting:** What do you hope to accomplish? What would be an ideal outcome?
- **Eliminating Bias:** What assumptions are you making about this person's intentions? What "buttons" of yours are being pushed? How is your attitude toward the conversation influencing your perception of it?
- **Finding Common Purpose:** What are your needs and fears? Are there any common concerns? Could there be?
- **Understanding Your Role in the Problem:** How have you contributed to the problem? How has the other person?
- **Choosing a Messenger:** Are you the right person to deliver this message? Is there someone who is better positioned to address the conflict?

Adapted from "Crucial Conversations: Tools for Talking when Stakes are High" by Patterson, Grenny, McMillan, & Switzler. ["We Have to Talk: A Step-By-Step Checklist for Difficult Conversations"](#) by Judy Ringer.

The use of several key concepts can help foster a productive conversation.

- 1 Establish Mutual Purpose**  *“I really appreciate the ideas you bring to our collaborative. I know we both want to realize greater outcomes for kids.”*
- 2 Share Your Facts**  *“We all agreed that if we had issues we would share them with the group. The last two times you had issues with what the group agreed upon you’ve come directly to me instead of sharing them with the group.”*
- 3 Ask for Their Perspective**  *“I want to understand what’s going on. I really want to hear your thoughts.”*

Adapted from “Crucial Conversations: Tools for Talking when Stakes are High” by Patterson, Grenny, McMillan, & Switzler.

Exercise 2: Opening a Crucial Conversation



Develop a script to open a crucial conversation about a violation of a norm within a collaborative.

Practice by role-playing with a partner.



Q&A and Contact Information

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