Culture  Create communities and environments that foster self-disclosure and discovery, culture follows	Exercises, Tests, Scenarios, Additional Resources, Talking points	Host Notes/Comments Personal scenarios and talking points
Creating a picture of successful culture	Utilize attachment (2A) about the 2002 Anaheim Angels World Series season or provide one of your own to start this segment.	
<ul> <li>Reflection activity         Where is your team's culture?</li> </ul>	Have group perform reflection activity based on reading Jeff Janssen's <u>Discover the 7 Kinds</u> of <u>Cultures</u> article. (2B)	
Team Culture/Ethics Analysis	Use the Team Culture and Ethics survey (2C) to self evaluate the promotion of ethical behavior within their program. Optional discussion topic may be used just for personal evaluations.	
Strong cultures	Strong cultures facilitate performance for three reasons:  1. Characterized by goal alignment; shared goals  2. High level motivation because of shared values  3. Provide control without oppressive effects	

Culture  Create communities and environments that foster self-disclosure and discovery, culture follows	Exercises, Tests, Scenarios, Additional Resources, Talking points	Host Notes/Comments Personal scenarios and talking points
Building a culture	Starts with a mission, a great vision has three requirements:  You must SEE it CLEARLY You must SHARE it CREATIVELY You must SAY it CONSISTENTLY	
	Resolve to only hire the people who already incarnate the culture. Look for character, competence and chemistry during the selection process Suggested reading: 4 Steps to Develop a Strong Team Culture article (2D)	
Changing a culture	Sometimes we walk into a culture already established. Changing a bad culture into a good one does not occur overnight, research shows creating new values and attaching actions to those values creates culture change in no less than 3 years. (Dean Meyer and Associates)	
	<ol> <li>There are two basic ways to change culture</li> <li>Help current members buy into a new set of values</li> <li>Adding newcomers to create the culture and removing current staff as appropriate.</li> </ol>	

Culture  Create communities and environments that foster self-disclosure and discovery, culture follows	Exercises, Tests, Scenarios, Additional Resources, Talking points	Host Notes/Comments Personal scenarios and talking points
Changing a culture cont.	Dr. Tim Elmore, author of Habitudes recommends the following steps to cultivating changes in a positive and successful manner:  1. Understand how changes impact people.  2. Pace yourself, focus on the most important things first. Only initiate 20% of needed changes in one year.  3. Prepare people for changes emotionally, and then time it right for success to occur.  4. Symptoms of changing too fast occur on an emotional level i.e. anger, frustration and anxiety	
The Leader's role in shaping and reinforcing culture	Organizational Culture and Leadership – E. Schein The five most important elements in managing culture:  1. What you pay attention to 2. How you react to crisis 3. How you behave 4. How you allocate rewards 5. How you hire and fire individuals	

Culture	Exercises, Tests, Scenarios,	Host Notes/Comments
Create communities and environments that	Additional Resources,	Personal scenarios and talking points
foster self-disclosure and discovery, culture	Talking points	
follows		