



CULTURE BY DESIGN

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ASSOCIATIONS WEST CAPITAL SUMMIT

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What single word (ok, you can have two) best describes your organization's current culture?

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Workshop Overview

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|----|---|
| 01 | Forces Shaping Today's Association Workforce |
| 02 | What Shapes Culture: Your Association's Key Drivers |
| 03 | Systems that Bring Culture to Life |
| 04 | Culture in Action: What's Your Plan? |



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Forces Shaping Today's Workforce

- 1 **Hybrid/Remote Work and Flexibility as a Baseline**
What used to be a perk is now often expected.
- 2 **Mental Health Awareness, Employee Resilience**
Lean teams, mission driven work in challenging environment
- 3 **Technology, Data, Social Media, and AI Integration**
Data-Driven Expectations, Ethics issues, Adapting to Change
- 4 **Skills-based Hiring, Upskilling, Internal Mobility**
Expanded training, creating learning organizations
- 5 **Polarization everywhere—including your communities**
How does this play out in membership organizations?

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CULTURE DRIVES SUCCESS

Culture Fosters Innovation

"I can share a new idea. I can take a risk because I know my work environment values learning."

A positive culture empowers employees, encouraging innovation and ensuring that goals are met efficiently as collaboration thrives.

Action: What behavior do you reward? How do you make space for new ideas and teachable moments?

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CULTURE DRIVES PERFORMANCE

Shared Values Build Commitment

Let's row in the same direction, with trust and transparency as the rudder.

Shared values and consistent behaviors fuel performance and nurture an environment of trust, and accountability.

Action: Matrix Teams over Silos, Values you commit to and act on

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WHAT FORCES INFLUENCE YOUR CULTURE TODAY?

INTERNAL AND EXTERNAL

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The Three Cultural Forces

Leadership Modeling

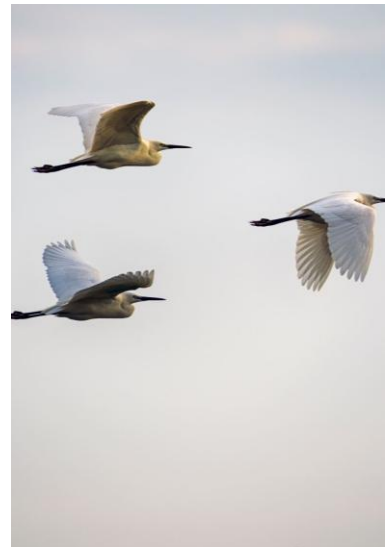
What are the behaviors and tone from the top?
Open Communication?
Consistency or Favoritism?

People Systems and Processes

How work really gets done.
What are norms for decision-making? Are they understood and shared?
Matrix teams or silos?
Accountability
Intentional onboarding?

Shared Meaning

What values are rewarded and celebrated
Rituals & Stories Shared
How do members influence this?



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LEADERSHIP MODELS – WHAT DOES THAT LOOK LIKE FOR YOU?

1. How **VALUES** play out, or where they go to die.
2. **CONSISTENCY**—in actions, rewards, communication, staff treatment, equitable feedback loops, not by title
3. **Distributed leadership**—rotated facilitation in meetings, cross-functional teams, **transparent communication** norms
4. Problem-Solving norms—Do staff bring their best thinking to the table? **Comfort level** with tough questions?
5. Vulnerability, sense of humor, **owning mistakes**

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People Systems and Processes

- **Culture Alignment Starts at the Door**—from job descriptions to onboarding. Language matters, onboarding should model values in action. Map your employee onboarding/exit journey for cultural consistency
- **Accountability for Culture and Shared Values**: Bake this into your performance evaluations—growth and feedback, peer recognition
- **Policies that Promote Learning and Wellness**: “Recharge Fridays,” staff present to each other, members join meetings to share perspectives



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What's YOUR organization's heartbeat?



How do you remind both staff and members who you are, what you stand for, and how you make a difference together?

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Building Your Culture Action Plan

ASSESS: Where Am I Now?

What are the strengths and weaknesses of my current culture?

ANALYZE: What is your culture anchor?

Values-Based: Core Values as foundation for all decisions

Mission Driven: Purpose and impact as cultural anchor

Systems-Focused: Processes, transparency and accountability

People-Centered: Growth, development and belonging

Innovation-Led: Creativity, risk-taking and continuous learning

ACTION: What will you do to shape culture tomorrow and beyond?

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Questions? Ideas to Share?



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