

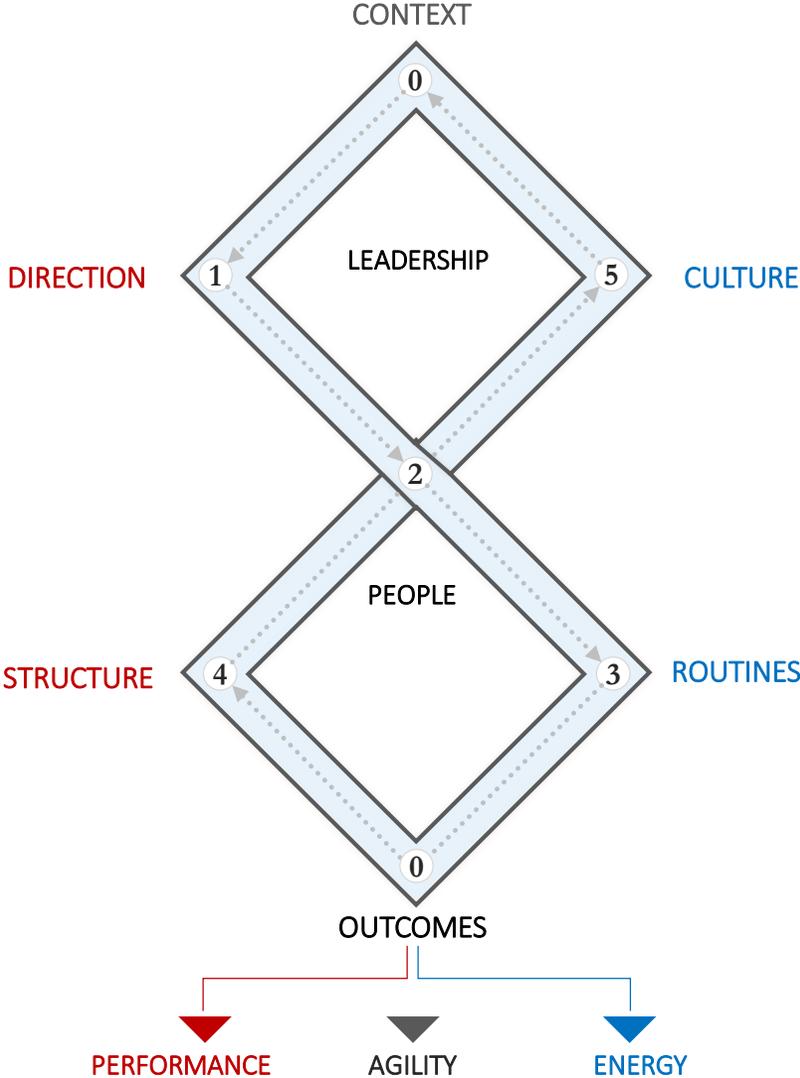


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Culture Change and Inclusion: In-House Perspectives  
on Making it Happen

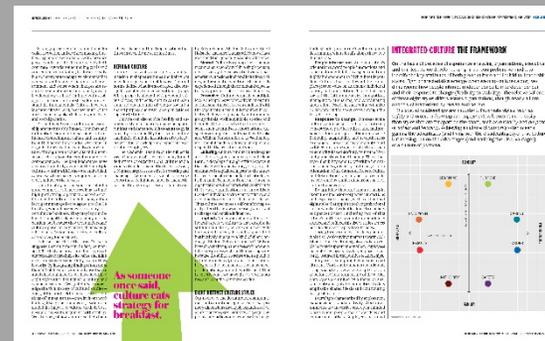
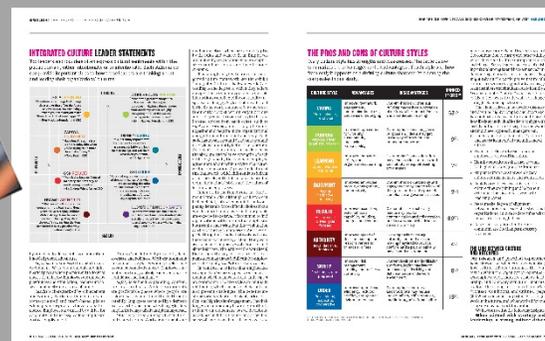
*Leading in the Age of Culture*

# LOOM Organizational Model



# Culture as a Foundational Business System

Spencer Stuart on organizational culture in the January-February 2018 issue of Harvard Business Review

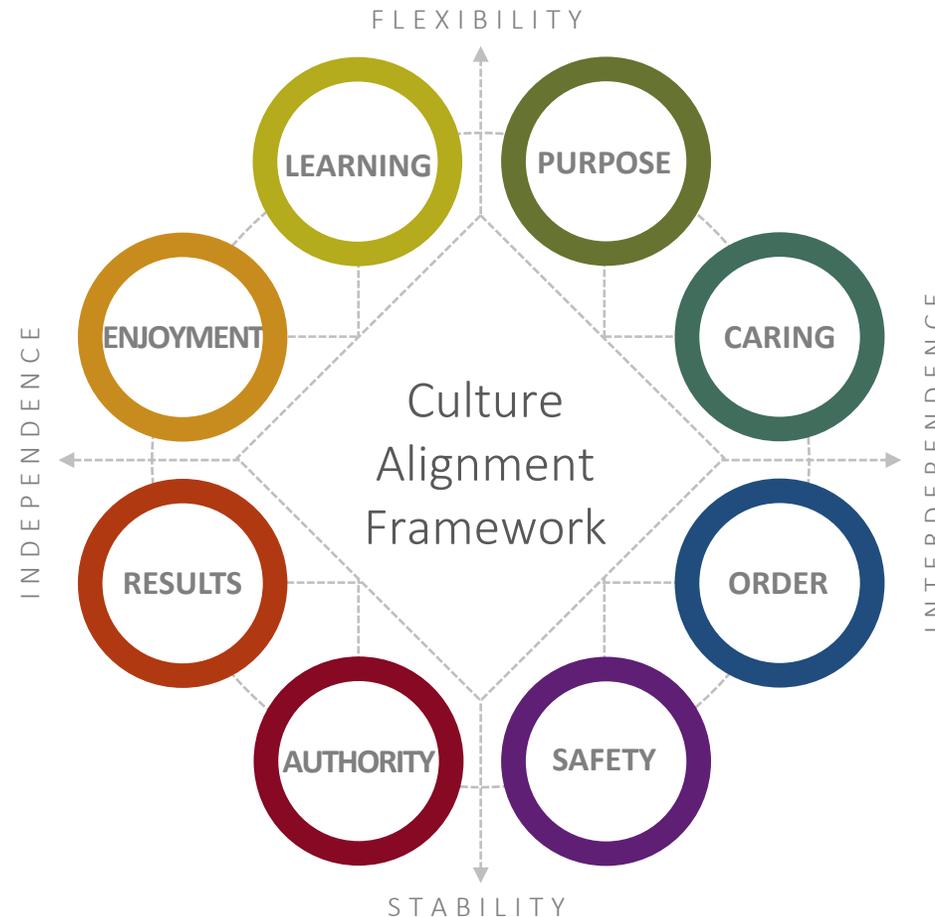


# Culture Defined

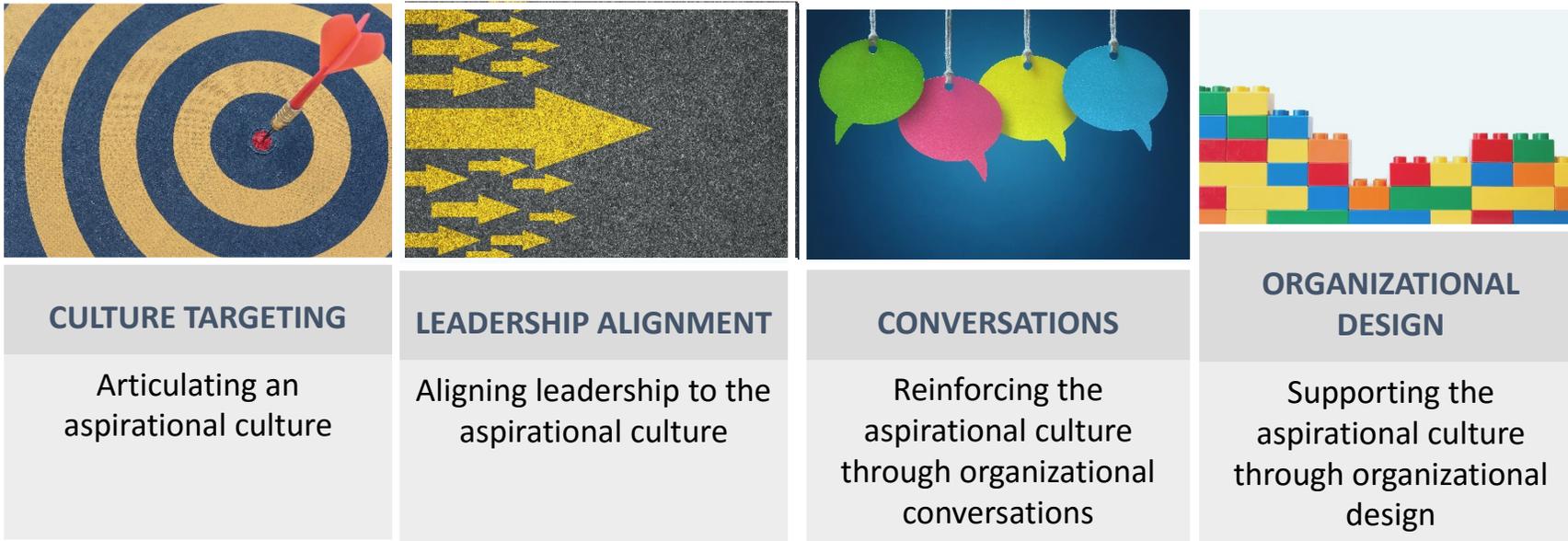
Culture is the **shared assumptions** that drive thinking, behavior and action within an organization.

# Spencer Stuart's Culture Model

A culture can be described by how the organization **responds to change** and how people **interact and work together**.



# Four levers for cultural change



“Leaders and managers  
of organizations are creators,  
products and victims of culture.”

**EDGAR SCHEIN**



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# LEADERSHIP MATTERS

*Perspectives on the key issues impacting senior leaders and their organizations*

JUNE 21, 2017

## Cultural Transformation: The Journey from Traditional Construction Company to "Best Workplace"

BY FLEUR SEGAL

### About the Author



Fleur Segal >

*Boston*

Spencer Stuart recently hosted a discussion on talent and organizational culture with recent client, Les Hiscoe, CEO of Shawmut Design and Construction and chief people officer and Spencer Stuart placement, Marianne Monte. Having recently been named one of the nation's best medium-sized workplaces by *Fortune* Magazine, Les and Marianne shared how they shifted to a more people-first approach and shared suggestions for what other organizations can do to drive a successful cultural transformation.

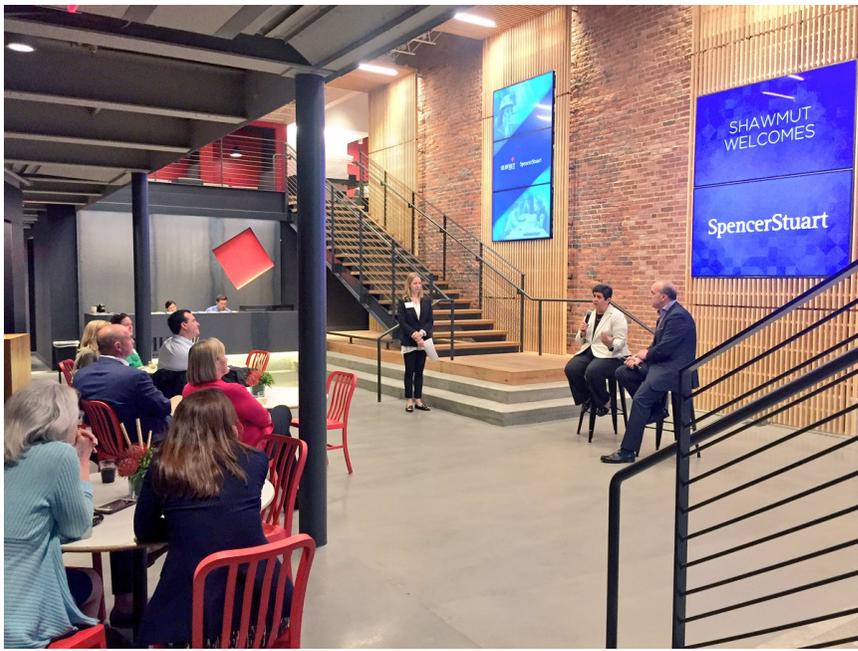
## **1. Make talent a top priority**

When Hiscoe first assumed the CEO role, his main goal was to turn Shawmut into a “forward-thinking construction company.” To do that, it would take a world-class talent organization that could attract and retain the best people. However, the organization had a long way to go not only in developing its talent system, but in rethinking its culture. “We were a rough-and-tumble, fast-paced construction company focused on taking care of clients,” he said. “The culture needed more balance. How do we align the team to think at the enterprise level? How do we drive change management, diversity and inclusion?” A significant part of the solution was to build upon the already strong HR team, bringing on new leaders from other industries to inject fresh thinking into the organization.

## **2. Embrace “future of work” trends**

The organization solicited feedback from its people, and one comment was particularly worrying: “You work people to the bone.” In order to retain and attract the best talent, that had to change. Monte and the leadership team rolled out the Shawmut Flex program, which empowers staff to design their own workdays. From working from home to shift-sharing, people are given more ownership over their jobs. “This is especially unique in this industry and was a big win that gained us momentum,” said Monte. “Turnover went down dramatically during the first year we rolled it out.” This ownership mentality has also spurred greater problem-solving and innovation. Employees at every level are invited to share ideas with members of the executive team.

Shawmut is also trying to tap into the millennial talent base. It has developed a successful college-entry program that rotates students through various disciplines, which is helping to build the company’s talent pipeline. The program is also a way for leadership to gain insight into what truly motivates this cohort. “We Googled ‘millennial’ and shared the most common results with the students,” said Hiscoe. “Eleven were positive, and three were related to ‘entitled’ and other stereotypes. We’d read them to the group and ask for their reactions.” One learning was that millennials are looking for mentorship and career mobility, which led Shawmut to rethink its traditional silo approach to talent development and identify ways to combat negative stereotyping.



*Discussing how organizations can drive a successful cultural transformation at Shawmut in Boston. Photo: Shawmut Design and Construction*

### **3. Commit to improving diversity and inclusion**

Most organizations know that diversity has a tangible impact on the business. According to McKinsey, companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective national industry medians. In a traditionally male-dominated industry (Catalyst reports that women make up only 9.1 percent of construction industry employees in the U.S.), Shawmut had an uphill climb to improve its diversity.

“If I put out a goal to be a world-class talent organization, then that doesn’t exist without inclusion,” said Monte. “We needed a real focus and definitive action plan and within the last year, we’ve done our best work: 53 percent of entry-level positions are female. But, less than 10 percent of executive roles are held by women. This is a real problem, and this is why we need to change.”

To improve diversity, the chief human resources officer (CHRO) has to be a vocal proponent, but diversity can't just be an HR initiative. The entire company has to be aligned on that goal. "There is no silver bullet, no magic — just deep commitment," said Hiscoe "You need to create environments where people can succeed and fail and grow their careers."

#### **4. Encourage mobility within the organization**

Flexibility and mobility shouldn't just apply to day-to-day work, but to overall career growth. Earlier, only the most successful people within a discipline had an opportunity to advance or move outside their silos; today, talent is exposed to different areas of the business. "We have a historic culture of asking permission," said Hiscoe. "I came up as a division head. I had to change my attitude as I came into the CEO role. I like to move people around a lot more." Talent development planning involves meetings with the entire leadership team, who discuss assignments to different verticals within the organization. The exposure to different parts of the company imbues key talent with a sense of ownership over the broader business, not just their specific discipline.

#### **5. Ensure a strong rapport between the CEO and CHRO**

A culture that focuses on flexibility, innovation and talent development cannot be sustained without strong alignment between the CEO and CHRO. Hiscoe said he was looking for a human resources leader who would be his "right hand" and lift the entire team. For Monte, the opportunity to advance

the talent agenda with a newly promoted CEO was a perfect challenge for her. “I knew this was a unique chance to make a great company into something extraordinary. Everyone has some skin in the game here.”

*Fleur Segal is a consultant in Spencer Stuart’s Boston office and a member of the firm’s Human Resources Practice. She brings nearly two decades of experience to her role, specializing in recruiting chief human resources officers, senior talent management and rewards leaders, as well as fulfilling HR generalist and specialist positions. Reach her via email and follow her on LinkedIn.*

# Diversity Inclusion

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## Nine Tips for Building a Diverse and Inclusive Law Firm

January 28, 2016

[Robert K. Dixon](#) is an associate with Wilson Turner Kosmo LLP in San Diego, California. [Ghenete Wright Muir](#) is a senior attorney with The Florida Bar.

There are numerous benefits of having a diverse and inclusive law firm. For example, “diverse and inclusive law firms perform better, relate better to clients, courts, juries, and other decision makers important to their clients’ success,” according to [Gary L. Sasso](#) of Carlton Fields. These benefits push many law firms to build diversity and inclusion in the workplace.

In light of the emphasis many firms place on the issue of diversity and inclusion, we asked influential attorneys from a variety of firms for their insights on this issue. Here, these elite attorneys offer tips for building and sustaining diverse and inclusive law firms.

### Diversity-Aligned Recruiting

Law firms use a variety of approaches to build diversity—one of which is recruiting. As [Mollie F. Benedict](#) of Tucker Ellis LLP explained, “Diversity-aligned recruiting is key to organically produce a diverse culture within a law firm.” As such, to build a diverse law firm, the firm’s diversity objectives and recruiting objectives must go hand-in-hand.

### Invest in Diverse Attorneys

To build and sustain a diverse law firm, it is important to identify and develop diverse lawyers. [Tiffani G. Lee](#) of Holland & Knight LLP during the early or “investment years,” firms should “make sure diverse lawyers are getting good training, constructive feedback with opportunities to correct, equitable work distribution, real client-facing opportunities, stretch assignments, increasing responsibility, and access to key decision-makers.” But this is not a one-sided investment. Lee notes that “diverse lawyers have to

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similarly view their early years as ‘investment years’ and make sure they are doing all within their power to take advantage of opportunities for growth and development.”

### **Consider Diversity for Internal Roles and Positions**

To build and maintain a diverse law firm, diversity considerations must go well beyond the interview stage. As [Nancy Faggianelli](#) of Carlton Fields explains, firms should “consider diverse candidates for every role (e.g., client teams, case assignments, leadership roles, committee or task force responsibilities, business development initiatives, and social events) before making a final staffing decision.” Ms. Faggianelli suggests that considering diversity “should not displace anyone from these opportunities,” but rather, gives the firm “more options to consider.”

### **If You Develop Associates, Diverse Attorneys Will Come**

“Firms must create an environment that fosters the professional development of all associates,” according to [Al De La Cruz](#) of Manning & Kass, Ellrod, Ramirez, Trester LLP. De La Cruz says that such an “environment will attract diverse individuals without singling them out; thereby creating inclusion rather than division.” Thus building a well-rounded associate development program will not only attract diverse candidates but will also build an inclusive firm.

### **It’s as Easy as “Let’s Do Lunch”**

Building and fostering an inclusive environment can be achieved with expansive firm-wide programs, but it can also be achieved with small acts. Inviting diverse lawyers to lunch only now and again, said Faggianelli, is a simple act that will help all attorneys in the firm “feel truly welcome in the firm and part of the fabric of the firm.”

### **Celebrate Differences to Create Inclusion**

Vernã Myers, Esq., principal of Vernã Myers Consulting Group, LLC, often says, “Diversity is being invited to the party and inclusion is being asked to dance.” While improving a firm’s diversity statistics might be somewhat simple, it is somewhat more difficult to create an inclusive firm. In other words, how can firms create an environment in which everyone is asked to dance? To answer this question, firms have adopted a variety of different approaches. Tucker Ellis LLP, for example, hosts an annual Stone Soup Potluck during which the employees “are encouraged to bring a dish unique to their background/culture and share with others,” said [Mollie F. Benedict](#) of Tucker Ellis.

### **Community Outreach**

To build a diverse and inclusive law firm, according to [Alicia L. Wilson](#) of Gordon Feinblatt LLC, “law firm leaders must be involved in initiatives in their local diversity within their communities. If you want to attract and retain diverse personnel to your firm, law firm

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leaders must be engaged in concrete things that demonstrate that diversity matters and is a firm value.”

### **Management Must Be Diverse**

Hiring diverse attorneys is necessary to build a diverse law firm, but “to truly ensure that the diversity gains actually take root and are sustainable, diverse attorneys must be reflected at the management level,” said [Vickie E. Turner](#) of Wilson Turner Kosmo LLP. Firms with diverse management provide associates a career roadmap to follow as well as the validation that the firm recognizes and rewards hard work.

### **Communication Is Key**

Hamilton, Miller & Birthisel’s managing shareholder, [Jerry D. Hamilton](#), says that communication is vital to building a diverse and inclusive law firm: “Communicate your firm’s diversity and inclusion in your values statement or mission of the firm to both employees and clients and, and more importantly, to exhibit these values in your day-to-day practice and professional engagement with the community.”

**Keywords:** litigation, diversity, inclusion, diverse law firms, tips for law firms

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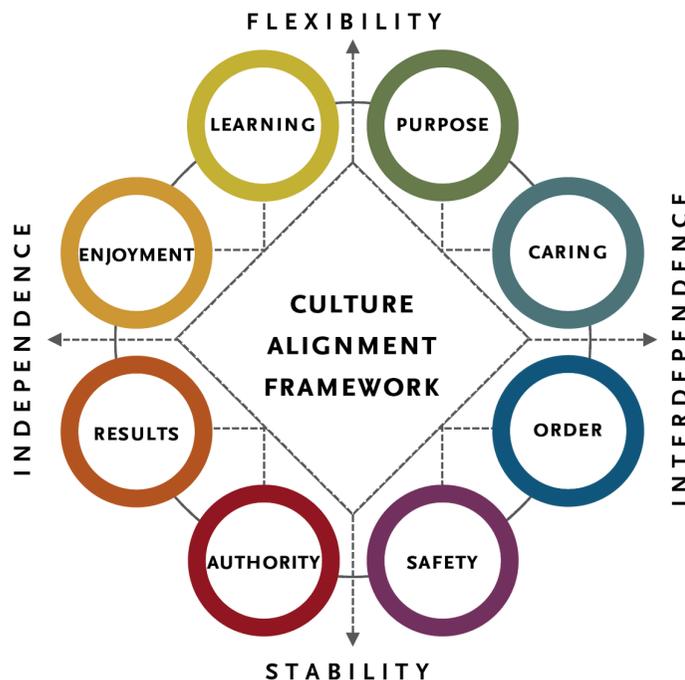
# Organizational Culture

## Culture Alignment Framework — a uniquely powerful tool for aligning strategy and culture

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Our framework for assessing culture is rooted in the insight that each organization and each individual must address the inherent tension between two critical dimensions of organizational dynamics:

- Attitude toward people, from independence to interdependence
- Attitude toward change, from flexibility to stability



Applying this fundamental insight, we have identified eight primary and universal styles, which can be used to diagnose highly complex and diverse behavioral patterns in a culture and understand how an individual executive is likely to align with that culture. Because the model uses the same language to characterize culture and individual styles, assessment of cultural alignment is straightforward and actionable.

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