

Supporting organizational
culture change by identifying,
articulating and trouble-shooting
core values

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The background is a solid teal color. It features several white silhouettes of plants with umbelliferous flower heads. One large silhouette is in the bottom left, another is in the top left, and a smaller one is on the right side. The word "Welcome!" is centered in white text.

Welcome!

The background is a solid teal color. It features several white silhouettes of plants with umbelliferous inflorescences. A large, central silhouette is positioned in the upper left quadrant. Another large silhouette is in the lower left quadrant. There are also several smaller, scattered silhouettes of similar plants throughout the frame.

Introducing the speakers

Nice to e-meet you!

Lou Woodley – Director, Center for Scientific Collaboration and Community Engagement (CSCCE)

- **Scientist by training (Natural Sciences, Biochemistry)**
- Spent my career at the intersection of people, science and technology
 - **Nature Publishing Group**
 - Web2.0 tools for scientists
 - Community-led conferences
 - Social media
 - **Open Knowledge Foundation**
 - **AAAS**
 - Trellis / Community Engagement Fellows Program
 - **CSCCE**
 - Supporting human infrastructure in science: community-building and team science - online and off.
 - <https://www.cscce.org/>



Nice to e-meet you!

Chiara Bertipaglia – Scientific Program Manager, Zuckerman Mind Brain Behavior Institute, Columbia University

- **Scientist by training** (PhD in biochemistry and structural biology, postdoc in neurobiology)
- Involved in **science communication and public engagement** as President of Know Science - <https://www.knowscience.org/>
- Interested in **career and professional development for research scientists**
 - **Chair of the Columbia University Postdoc Society R&PD committee**
 - Workshops on science communication, science improvisation skills, mentor training
 - **Scientific Program Manager at Columbia University's Zuckerman Institute**
 - Targeted scientific, technical, and professional development programs to foster skills development and collaboration
 - **2019 Community Engagement Fellow at AAAS/CSCCE**
 - Create and nurture inclusive, welcoming, and safer scientific communities



The background is a solid teal color. It features several white silhouettes of plants with umbelliferous inflorescences. One large silhouette is in the upper left, another large one is in the lower left, and a smaller one is in the lower right. The text 'A few logistics' is centered on the right side of the image.

A few logistics

A few logistics

How to participate during the workshop

- This is a session about values and **we want to create a space where everyone feels welcome and able to contribute.**
- We'll be following CSCCE's core values in how we host this session and expect participants to do the same:
 - We continuously strive to be inclusive
 - We empower one another
 - We learn and share
 - We trust – and hold space for – one another
 - We express gratitude and recognition



Image credit: CSCCE

<https://www.cscce.org/our-values/>

A few logistics

How to participate during the workshop

- **We have created a Google doc which will help us all to work together collaboratively during this session.**
- You'll find the link to the doc in the chat window in Zoom now.
- Please add answers to the exercises - as well as any additional reflections and questions.
- It's also where we can gather resources that you can refer back to later. Please add your own!
- The doc will be locked for edits and converted to a view only file (that you will still be able to access) 24 hours after the workshop concludes.

SciTS 2020 conference workshop - "Supporting organizational culture change by identifying, articulating and trouble-shooting group values"

Lou Woodley and Chiara Bertipaglia

Tuesday June 2nd, 2020 // 10:30 am - 12:00 pm

Abstract

Being able to articulate core values is important at multiple levels of organizational structure - at the team level, department level, and institutional level. But how do you communicate about values in a way that is grounded, actionable, and accountable? And once you've articulated your values, how do you support the culture change needed to bring those values to action? Successful culture change efforts usually reflect a shift in underlying values - and when they stall it can be helpful to revisit some of the values that may be contributing to a resistance to change. In the second part of this workshop we will move from discussing how to define core values to how to diagnose when values may be acting in opposition to our stated goals. In this workshop we will:

A few logistics

How to participate during the call

Using Zoom breakout rooms

- Today we will be using Zoom breakout rooms. We'll assign you to those rooms randomly.
- Lou and Chiara will remain in the main room throughout the workshop
- If you need to rejoin the main room e.g. to ask us questions, you can click the “leave room” link in the bottom right of the control panel
- You can also click the “request help” button and one of us will come to your breakout room to assist.

- If at any point you get stuck – you can re-enter the main meeting room using the URL you used to join the call initially

The background is a solid teal color. It features several white silhouettes of plants with umbelliferous flower heads. One large silhouette is in the upper left, another large one is in the lower left, and a smaller one is on the right side. The word "Icebreakers" is written in white, sans-serif font on the right side of the image.

Icebreakers

The background is a solid teal color. It features several white silhouettes of plants with umbelliferous flower heads. One large silhouette is in the bottom left, another is in the top center, and a smaller one is on the right side. The text is centered in the middle of the page.

Identifying and articulating core values

Core values statements – why do you need them?

How to describe what core values mean

- Our values influence how we behave.
- If that behavior is normalized (allowed / rewarded / propagated) that creates and reinforces culture.
- So any culture change effort will benefit from trying to identify and articulate core values (and then examining what may be hindering their realization).
- **BUT** simply choosing big, aspirational words as our team, community or organization's values can often fall short:
 - What do they *mean*?
 - What do they look like in action?
 - Do we co-own the values and commit to applying them?
 - What does it look like to act in a way that's out of alignment with our values?

Creating core value statements: step one

What behaviors do we want to see in our own team/community/organization?

If you were to think of what a healthy, enjoyable collaboration looks like, can you describe some of the behaviors you would see?

E.g. "We turn up to meetings on time and meetings end on time. If we're running late, we send a message to the meeting presenter to let them know."

E.g. "We say thank you when someone goes the extra mile to help the team to meet an important deadline."

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What behaviors did you suggest?

Creating core value statements: step two

Which suggested behaviors cluster together?

In breakout rooms, you have 15 mins to:

- Choose someone to take notes and report out
- As a group, look at the list of suggested behaviors pasted in the Google doc and cluster together similar ones
- Pick one of the clusters and try to name the over-arching value that describes the behaviors

E.g. You might decide that...

"We turn up to meetings on time and meetings end on time. If we're running late, we send a message to the meeting presenter to let them know"

AND *"We always strive to use recycled and recyclable resources for our events and wherever possible reuse materials"*

...cluster together and represent the value of " Respect for resources (time, money, the planet)"

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Report out: identified values

Creating core value statements: step three

Defining the value

In breakout rooms, you have 10 mins to:

- Nominate someone to capture the final values statement in the doc and report out later
- Choose a value and the associated behaviors that you put together earlier
- As a group, create a 2 – 3 sentence definition of the value

E.g. **IF** you clustered

“We turn up to meetings on time and meetings end on time. If we’re running late, we send a message to the meeting presenter to let them know”

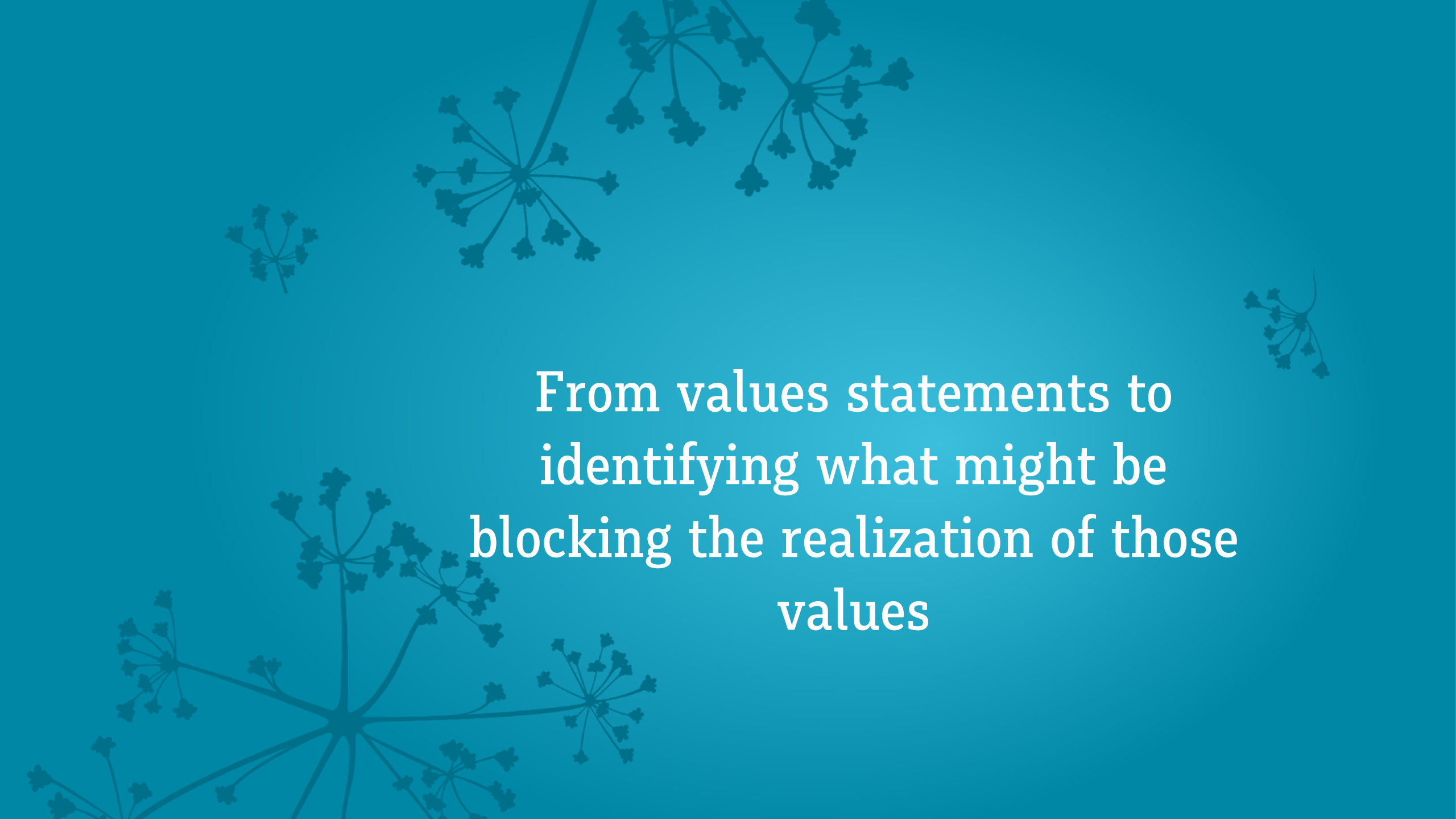
AND *“We always strive to use recycled and recyclable resources for our events and wherever possible reuse materials”*

...to represent the value of “Respect for resources (time, money, the planet)’

THEN you might define the value as “We strive to remember that resources – including time, money and the planet – are finite. We are respectful of resources in order to work together in a way that is sustainable and avoids unnecessary waste.”

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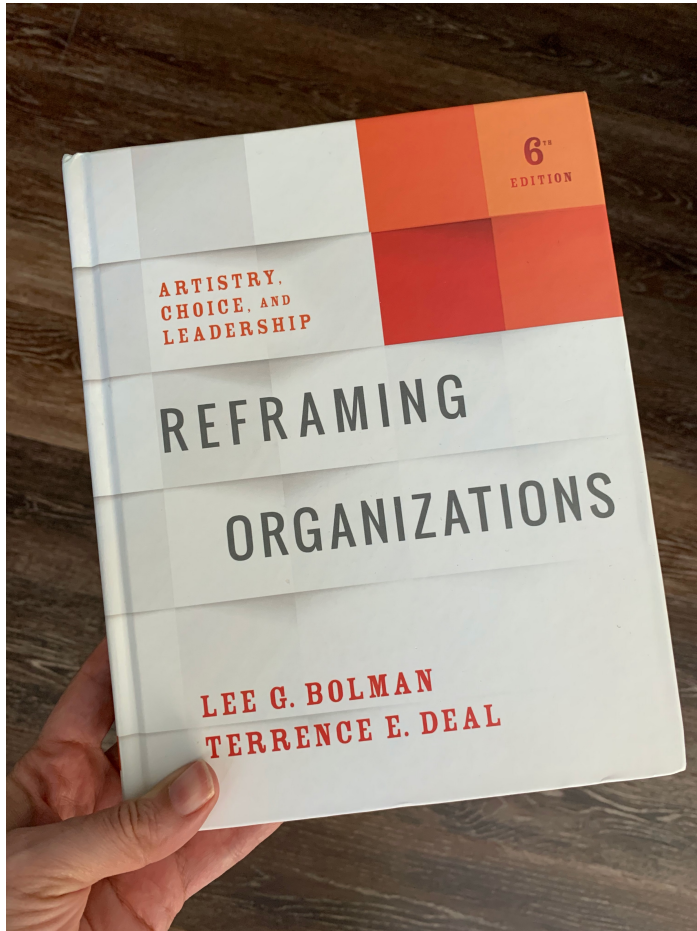
Report out – and discussion

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From values statements to
identifying what might be
blocking the realization of those
values

Bolman and Deal's four frames

Four ways an organization's values can be examined



Lee Bolman and Terrence Deal created a framework that describes 4 frames through which to imagine organizations and the challenges their leaders encounter.

Their multi-disciplinary approach to management draws upon:

- Sociology
- Psychology
- Political science
- Anthropology
- ...and combines research insights and managerial experiences
- Originally proposed in the 1980s, the ideas have been refined in their most recent book, "Reframing Organizations"

Bolman and Deal's four frames

Four ways an organization's values can be examined

Structural

Rules, policies, organizational processes

- How teams / departments are organized and managed

Political

How power / resources are allocated and used

- Leadership behaviors, conflict resolution

Human Resources

The relationship between people and the organization

- The roles, needs, training, support for staff

Symbolic

How we express meaning, create and reinforce cultural narratives

- Our rituals, celebrations, shared events, awards etc.

Bolman and Deal's four frames

Four ways an organization's values can be examined

E.g. What might be helping or hindering us in realizing the value of “being respectful of resources” in our organization?

Structural

- We do most of our group work through meetings and we don't have enough meeting rooms for all the different teams that need to meet in any given day. If one meeting runs long, that disrupts the schedule for the next meeting.

Human resources

- No training or feedback is provided to staff about how to run meetings so they rarely have a clear agenda, the same people dominate, and they often over-run. Some staff turn up late because they don't enjoy the meetings.

Political

- Senior managers are double-booking junior staff even though they can see there are already regular meetings on their calendars. This puts junior staff in the position of being late for or absent from the double-booked meetings.

Symbolic

- Being seen to be busy is a sign of status in our organization. It's frequently used as an excuse by senior managers for being late, which not only disrupts the meetings, it also reinforces a power imbalance between participants.

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Resources

Want to explore the values statement exercise?

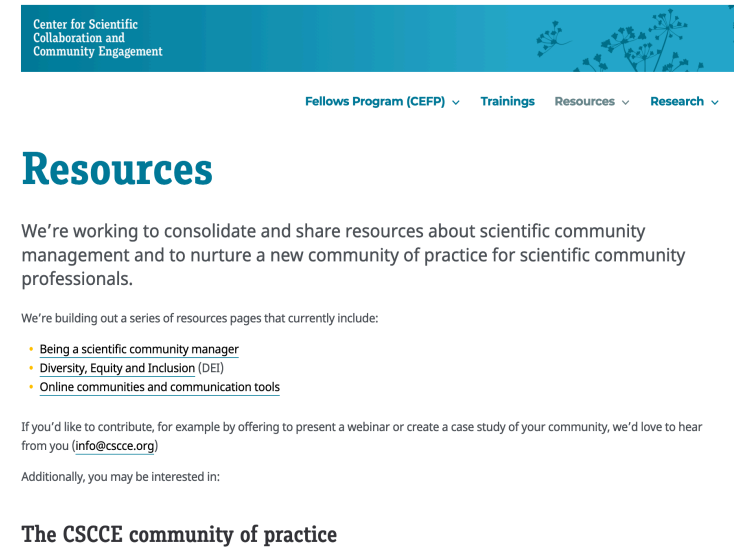
Check out the resources pages on the CSCCE website – plus our Zenodo collection

CSCCE website

- We're adding a dozen resource pages to the website:
<https://www.cscce.org/resources/>
- Find the values statement worksheet on the diversity, equity and inclusion page: <https://www.cscce.org/resources/diversity-equity-and-inclusion-dei/>

Zenodo repository

- CSCCE has an accompanying community collection on Zenodo where you can access any of the downloadable: <https://zenodo.org/communities/cscce>
- **PLUS:** Check out the new guide for building communities on Slack



The screenshot shows the CSCCE website header with the logo and navigation menu (Home, Fellows Program (CEFP), Trainings, Resources, Research). The main heading is "Resources". Below it, a paragraph states: "We're working to consolidate and share resources about scientific community management and to nurture a new community of practice for scientific community professionals." A sub-section titled "We're building out a series of resources pages that currently include:" lists three items: "Being a scientific community manager", "Diversity, Equity and Inclusion (DEI)", and "Online communities and communication tools". A call to action asks if the user would like to contribute by offering to present a webinar or create a case study, with contact info@csce.org. A final line says "Additionally, you may be interested in:" followed by the heading "The CSCCE community of practice".

Acknowledgements – and continuing the conversations

CSCCE is funded thanks to the support of the Alfred P. Sloan foundation as well as through NSF grants and revenue from trainings we deliver.

If you'd like to join our community of practice:

- Check out the website: <https://www.cscce.org/>
- Request to join our Slack: <https://cscce-slack-invite-bot.herokuapp.com/>
- Join our monthly community calls: <https://www.cscce.org/get-involved/community-calls/>



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Thank you!