



What to Do When the Doers Are Gone

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This is not getting easier

- Staffing shortages may ease but are not easier
- Experience and expertise are becoming harder to obtain up and down the organization
- Employees have increasing expectations for what the organization will do for them
- Skill attainment and skill development are harder to incorporate into the organization
- Decentralization and fire fighting are disrupting disciplined workflows which is negatively impacting productivity and efficiency

It is not just a people problem

- The scope of facility and school operations are expanding and evolving to increase pressure beyond just the shortage of staffing
 - Increased expectations for services
 - Regulatory changes
 - Continued changes in educational practices that disrupts workflows
 - Contract and work rule issues
 - Funding and allocation practices
- The consequence of these additional changes will cause a need for a culture that is more flexible, more adaptive, and more decentralized than many organizations are prepared for

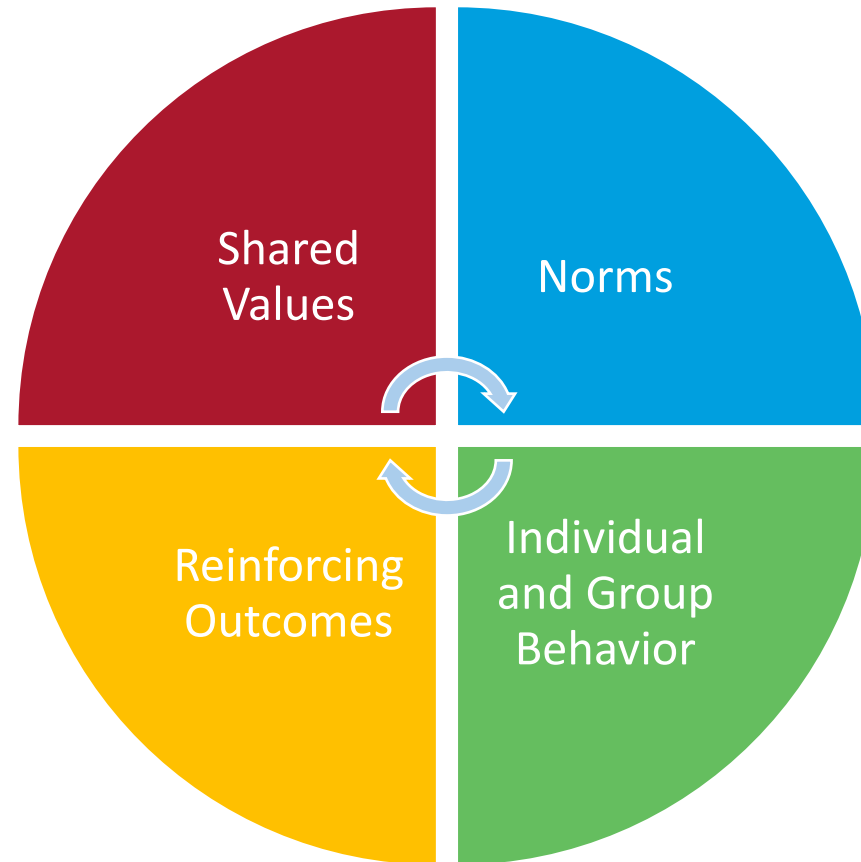
What This Will Mean

- The challenge of people and expectations will create significant changes in expectations and requirements. Those are likely to include:
 - Expanded use of technologies
 - Increased use of alternative practices
 - Reductions in service levels
 - Reallocations of personnel
- The ability of organizations to adapt to these changes will be determined by:
 - The ability to recognize the changes that have happened and will happen
 - The creation and adaptation of a culture that ensures employees feel valued and understand their expectations
 - The establishment of a change management strategy that provides for a stable, continuous process of change supporting the adaptation

What is Culture?

- Organizational culture is the set of
 - Values
 - Beliefs
 - Attitudes
 - Systems, and
 - Rules
- They outline and influence employee behavior within an organization.
- The culture reflects how employees, customers, vendors, and stakeholders experience the organization and its brand.

Where Does Culture Come From?

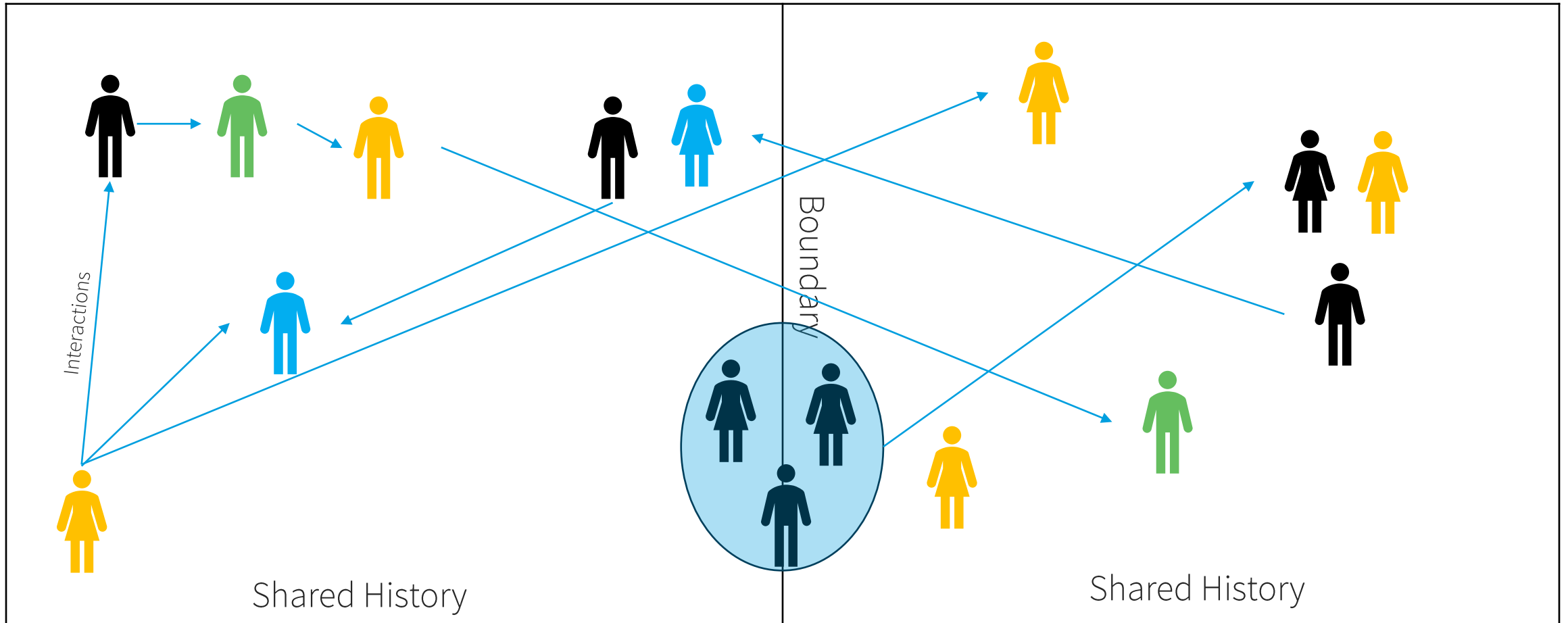


Defining Your Type of Culture



From the Harvard Business Review

Understanding Groups to Understand Culture



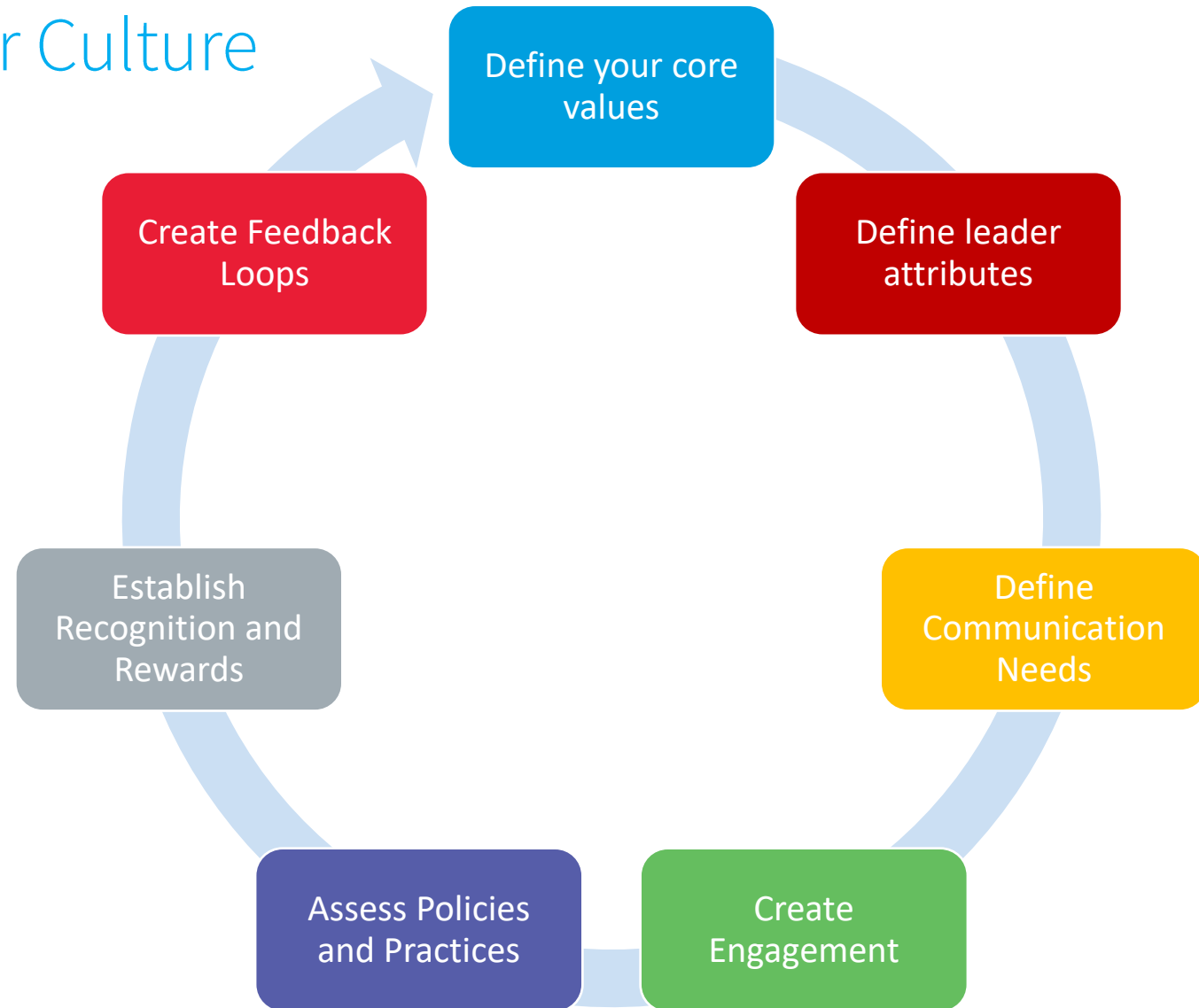
Thinking About Groups and Teams

- Culture is developed and then shared among groups and teams
- The interactions and not among individuals will convey, good and bad, elements of culture
- What happens at the boundaries matters, especially within groups and across groups
- Rules, processes, and decision-making practices will be the determinants of both culture and how people respond to it

Qualities of a Strong Culture

- Alignment
- Appreciation
- Trust
- Performance
- Resilience
- Teamwork
- Integrity
- Innovation
- Psychological safety

Building Your Culture



The Key to Managing Organizational Change



Questions?

Key Considerations for Cultural Success

- Leadership creates culture; managers reinforce it
- Modeling of behavior is crucial
- Engagement and evaluation must be collaborative
- Repetition and recognition matter most
- Culture is really hard and has to be addressed everyday

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Thank you.

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