

When Organizational Culture Meets Learning and Development

About Nonprofit HR

Our vision:

We are the leading source of innovative talent management, talent acquisition services and knowledge for the social impact sector.

- Total lifecycle solutions for talent management.
- 20+ years serving the social sector as a trusted advisor and thought partner.
- Thousands of missions served.
- Black woman owned.
- National footprint.
- Award-winning and highly credentialed staff.



"Nonprofit HR's experts listen, articulate people-centric solutions and understand the correlation between having high-performing, engaged staff and us being able to support our members' needs. Their team has elevated the importance of and visibility around innovative HR practices. Nonprofit HR is an invaluable strategic partner."

Cathy Gibney, CPA
Chief Financial Officer
National Hospice and Palliative Care Organization

Our Practices: Nonprofit HR's suite of solutions are centered around five core service areas.

STRATEGY & ADVISORY

- HR Audits & Assessment
- Workforce Planning
- Performance Management
- Workplace Culture & Employee Engagement
- Learning & Development

HR OUTSOURCING

- Interim Outsourcing
- Comprehensive General Outsourcing
- Specialty Outsourcing

EQUITY, DIVERSITY, INCLUSION & JUSTICE

- Assessments, Strategy Design & Implementation
- EDIJ Training
- Cultural Transformation
- Leadership Development
- Interim Chief Equity Officer

TOTAL REWARDS

- Salary Benchmarking
- Compensation Program Design
- Pay Equity Analysis
- Benefits Assessments
- HR Technology

SEARCH



- Executive & Professional Search
- Recruitment Outsourcing
- Interim leadership

SOCIAL ENTERPRISE



We also partner with nonprofit and for-profit social enterprises to help strengthen their people management practices.

CONVERSATION HOSTS



Alexandra Taylor
Senior Consultant
Strategy & Advisory and EDIJ
Nonprofit HR



Juliet Jason
Senior Consultant
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AGENDA

- How does our current volatile, uncertain, complex and ambiguous (VUCA) environment impact organizational culture?
- Explore with us the symbiotic nature of organizational culture and learning and development.
- How do organizations build a culture that promotes organizational learning and creates a foundation for leadership development?

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What is VUCA?

VOLATILE



- The situation is understandable, but not predictable.
- Nature, speed, volume and magnitude of the change are great.

UNCERTAIN



- Understanding of impact exists, information is not readily available.
- Lack of ability to predict.

COMPLEX



- Many interrelated parts; can be predicted, but massive impact.
- Chaos meets issue management.

AMBIGUOUS



- There is no previous experience—we don't know what we don't know.
- Hazy reality and mixed meanings.

What did you do as a leader during (and since) 2020 to adjust your leadership approach and pivot given the 'new normal'?



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Talent Management Lifecycle



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What is Organizational Culture?

Nonprofit HR's Definition of Organizational Culture

Organizational culture is the collection of values, expectations and practices that guide and inform the actions of all team members. These defined attributes work in collaboration with each other and provide a barometer of what your organization looks like, feels like and sounds like. When created with intentionality, a positive organizational culture produces performance results that further your mission and can increase your bottom line.

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Ed Schein's Definition of Organizational Culture

A pattern of *shared basic assumptions* that the group *learned* as it solved its problems of *external adaptation* and *internal integration*, that has worked well enough to be considered valid and, therefore, to be *taught* to new members as the correct way to *perceive, think, and feel* in relation to those problems.



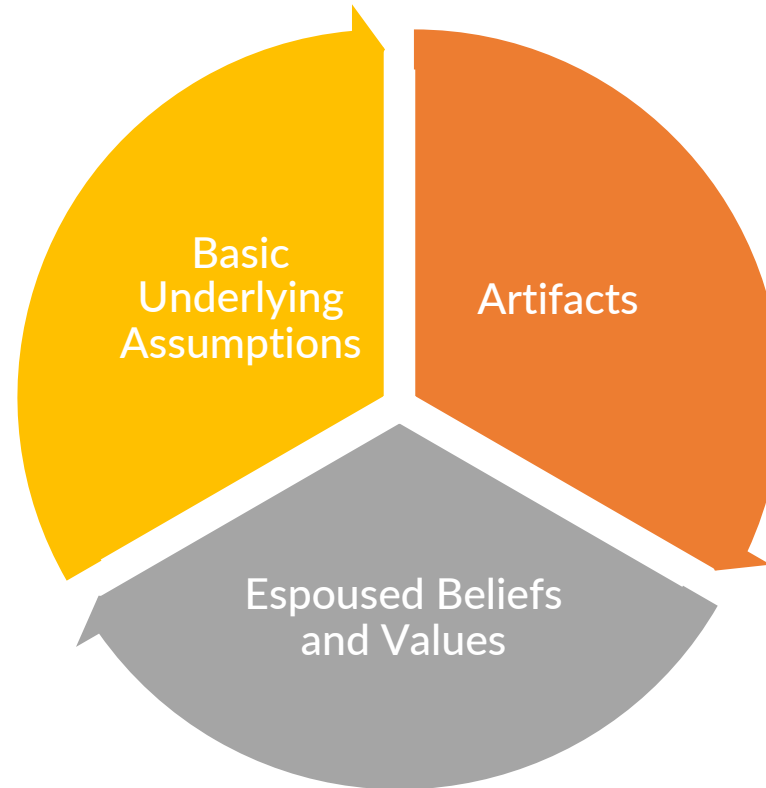
Edgar Schein a renowned professor at the MIT's Sloan School of Management

Schein, E. H. (1992) Organizational Culture and Leadership, CA: Jossey-Bass, San Francisco

Schein Identifies 3 Levels of Culture

**Unspoken assumptions,
invisible, taken for granted
beliefs, perceptions,
thoughts and feelings**

- Nature of human nature activity & relationships
- Relationship to the environment
- Beliefs people use to make day-to-day decisions



**“Visible” symbols, structures,
processes, not often
decipherable**

- Dress code
- Language—visible and audible behavior
- Technology & Art
- Stories

**Formalized Statements,
Debatable, Espoused
justifications**

- Strategies
- Goals, vision
- Ideas, philosophies

A close-up photograph of a pair of hands gently cradling a small, colorful globe of the Earth. The globe shows continents in green and yellow and oceans in blue. The hands are positioned with fingers spread, supporting the globe from underneath and the sides. The background is a soft, out-of-focus brown. Overlaid on the center of the image is white text.

How does our VUCA world
impact organizational culture?

Equity and Culture



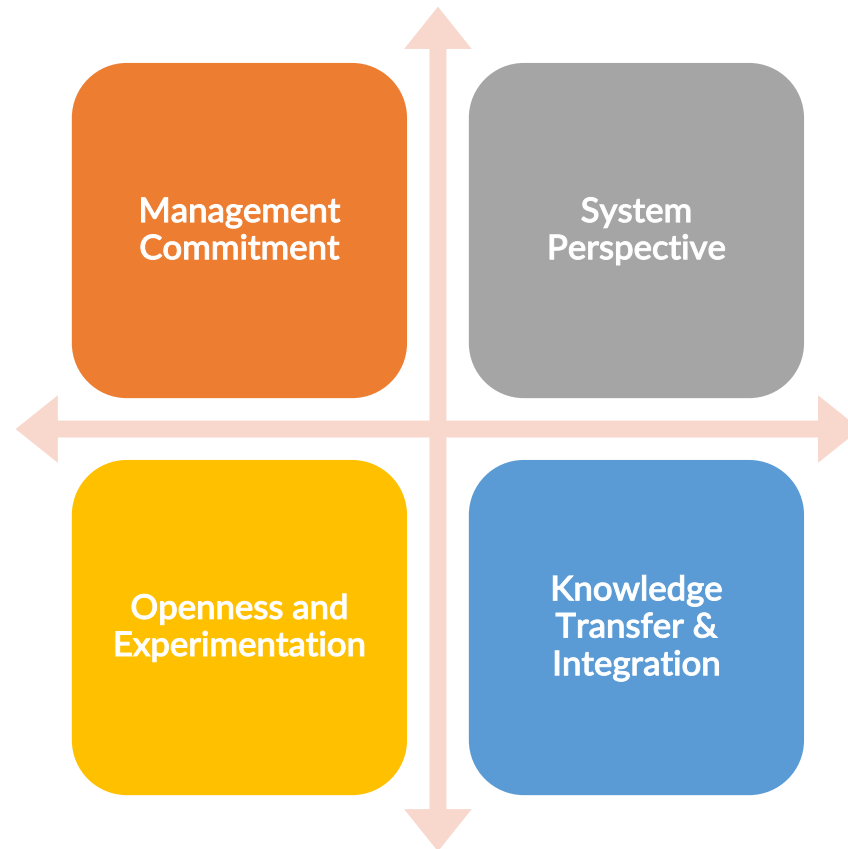


Going Deeper

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What Defines a Learning Organization?

4 Dimensions of Learning in an Organization

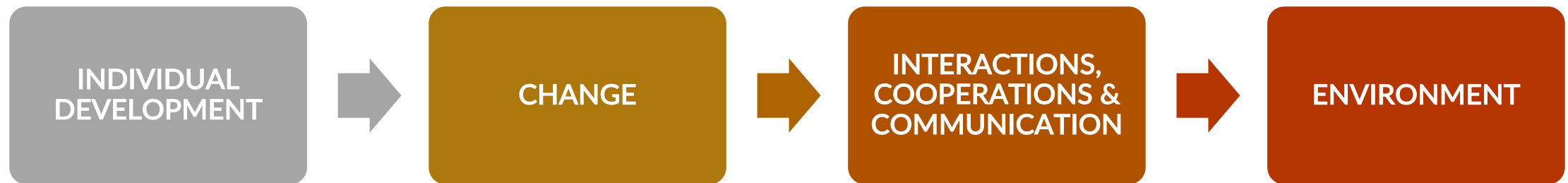


Jerez-Gomez, P., Cespedes-Lorente, J., & Valle-Cabrera, R. (2005). Organizational learning capability: A proposal of measurement. *Journal of Business Research*, 58, 715–725

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***So, How Do You Build
an Organizational
Culture that Promotes
Learning?***

What major aspects of organizational culture stimulate L&D?



- Argyris C, (1994), "Good communication that blocks learning", Harvard Business Review.
- Janičijević N. (1996), "Organizational Learning and Learning Organization Characteristics, Poslovna politika.
- Nevis E., DiBella A., Gould J. (1995), "Understanding organizations as learning systems", Sloan Management Review, Winter.
- Schein E. (1993), "How Can Organization Learn Faster", Sloan Management Review, Winter.

“Organizational learning, development, and planned change **CANNOT** be understood without considering culture as the primary source of resistance to change.”

Schein, E. H. (1992) Organizational culture and leadership, CA: Jossey-Bass, San Francisco

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What are the aspects of your organizational culture that support learning?



Which aspects of your organizational culture create barriers to learning?

Characteristics of a Learning Organization



Continuous Learning



Inquiry and Dialogue



Team Learning



Embedded System



Empowerment



System Connection



Strategic Leadership

Marsick, V. J., & Watkins, K. E. (2003). Demonstrating the value of an organization's learning culture: The dimensions of the learning organization questionnaire. *Advances in Developing Human Resources*, 5, 132-151. doi: 10.1177/1523422303005002002



Creating a Foundation for Leadership Development

- How are we building our leaders through our culture?
- What is the role of leadership in making sure that we create and build a learning culture?

What are the organizational benefits of a culture of learning?



Encourages and stimulates impact



Impacts employee engagement (less attrition; stronger morale)



Promotes organizational agility and adaptability



Fosters innovation



Leads to better and faster decision making



Enhances good communication

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THANK YOU!

Now, let's jump into Q&A!

“It is essential for L&D functions that are aiming to upskill and reskill to understand that L&D is much more than providing training for the workforce only. In essence, it is about **building a culture of continuous learning** throughout the organization that emphasizes the role of coaching, feedback, leadership and ownership.”

The ever-growing importance of L&D in the future of work (EY.com-March 2022)



Nonprofit HR's Strategy & Advisory team takes a comprehensive approach to learning and development, which includes:

- Organizational Assessment
- Development of Learning & Development Strategy
- Leadership Competency Development
- Learning and Development Tracks for Managers and Leaders
- Advisory on Demand
- 360 Assessments
- Ongoing Manager and Leader Coaching



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