

# Transform Your Culture, Transform Your Workplace, Deepen Your Mission's Impact

Tuesday, September 20, 2022

# Presenters

Nonprofit**HR**



*Julia Kaufman*

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Senior Consultant,  
Outsourcing



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## 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.



## Learning Objectives for Today's Session

- ✓ Determine readiness for cultural transformation
- ✓ Leverage helpful tools to understand your current culture
- ✓ Establish and deepen trust between employees and management
- ✓ Engage employees in co-creation of ideas, structures and changes
- ✓ Ensure ongoing systems of feedback are in place to assess progress
- ✓ Weave inclusionary practices into all people-related efforts

## Inflection Points & Factors That Can Shape Your Culture's Readiness to Transform

### External factors:

- Pandemic
- Social unrest and extreme racial injustices
- Political divisiveness

### Internal factors:

- Leadership changes
- Organizational restructures
- Great Resignation (or professional transfer)
- Stronger need for work-life balance
- Changing expectations for work norms
- Employees bringing external frustrations to work

## Audience Question

*What has your organization faced in the past two years that may have caused a self-reflection?*



## Tools for Understanding Your Culture

- Review HR metrics and data (hiring, turnover, promotions, tenure, etc.)
- Review exit data for trends
- Review performance and development data for trends
- Employee surveys at regular intervals
- Cultural assessment
- DEI assessment
- Talent lifecycle assessment
- Focus groups or listening sessions



## Audience Question

*What do you currently use to keep a pulse on the culture of your organization?*



## Leveraging Your Data and Assessments

- Start deepening trust right away by transparently sharing the data
  - Leadership acknowledges and recognizes pain points or areas to strengthen
  - Engage all employees in identifying priority areas and the co-creation of solutions

## Establishing and Deeping Trust

- Honor different perspectives and experiences
- Create common and explicit expectations
- Ensure strong manager and employee relationships are in place
  - Take intentional time to get to know one another's working styles through onboarding or leadership transitions
  - Have regular touchstone intervals to check-in (not just transactional items)
- Demonstrate how you **VALUE** the employee and that you care about them as a person and professional

## Audience Question

*What does your organization do to ensure there are clear expectations for managers and employees to build honest and trusting relationships?*





## Engaging Employees in the Co-Creation of Structures and Changes to Organizational Culture

- Create opportunities to hear different perspectives and ideas, and share power in the reshaping of culture
- Conduct workshops or develop focus groups to share feedback on potential changes and impact
- Establish employee resource or affinity groups
- Empower working groups for both finite and long-term change efforts related to identified priorities

## Audience Question

*What engagement techniques does your organization use to create internal solutions?*



## Ongoing Feedback Systems

- Develop goals, benchmarks or metrics related to culture
- Leverage pulse or engagement surveys
- Consider project reviews or debriefs
- Monitor trends from stay interviews and exit interviews
- Create intentional opportunities for self-reflection during 1:1 employee/manager check-ins that focus on professional development
- Determine if ongoing or quarterly performance management is right for the culture
- Move from transactional management to thought-partner management



## Audience Question

*How do you know if you are progressing or making improvements?*





## Weaving Inclusionary Practices Into All People-Related Efforts

- Ensure the culture embraces all identities and diversity of thought
- Ask your staff about belonging and their sense of value at the organization
- Disaggregate what has “been the norm” to rebuild a new work environment
- Rely on trust and communication when testing approaches
- Make the implicit explicit—create transparency and clear paths for managing situations, promotions, professional development, salary, etc.

## Audience Question

*How does your organization intentionally include the diversity of voices and perspectives?*

**per·spec·tive**  
spek'tiv) *n.* 1

art or theory of  
resenting. by

drawing made

that an object

has, with other

features, a view

# Guest Speakers

Nonprofit**HR**



*Karli Susi, MBA*

Chief Operating Officer

 **McKinleyAdvisors**



*Suzanna Kelley, MBA, FAIA*

Chief Experience Officer

 **McKinleyAdvisors**



# How Nonprofit HR Can Support You

## *HR Outsourcing*

Leave your critical human resources function to the experts at Nonprofit HR. Virtual and on-site options are available.

## *Strategy & Advisory*

Project-based HR support including workplace planning, HR assessments, performance management and more.

## *Total Rewards*

Create a compensation and benefits programs reflective of your culture and business strategy.

## *Equity, Diversity, Inclusion & Justice*

Solutions unique to your organization that are grounded in best practices and EDIJ-centered principles.

## *Search*

Source mission-aligned executives and professionals.

## *Social Enterprise*

Drive the results your social enterprise needs to scale, transform and disrupt economies.



Nonprofit**HR**

# Q&A Session

Thank you for joining us!

## CONTACT

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