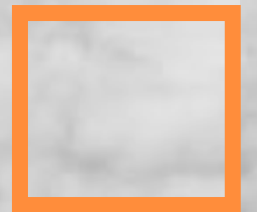


PATHFINDER
STRATEGIES

TUBAC FIRE

Culture Program
Board Presentation 5/25/2022



Purpose & Objectives

Understand the things that have made the district successful and what is needed to grow that success and carry it forward

- Understand how organizational culture impacts engagement, retention and performance
- Assess the current state of the Tubac Fire District's organizational culture
- Identify areas of strength and success
- Identify areas of desired change.
- Ascertain what changes need to take place or what initiatives need to be launched to move the district closer to the desired culture.
- Develop action plans and commitments to accomplish these changes

Culture Defined

- “The way we do things around here”
- Prevailing ideology that people carry around in their heads.
- Conveys a sense of
 - identity to employees,
 - provides unwritten and often unspoken guidelines for how to get along in the organization and
 - it helps stabilize the social system they experience.



Why is Culture Important?

- Organizational performance
- Innovation and agility
- Engagement
- Competitiveness
- **toxic culture decreases productivity up to 40%, while an effective culture increases productivity up to 20%, and a positive culture up to 30-40%.**

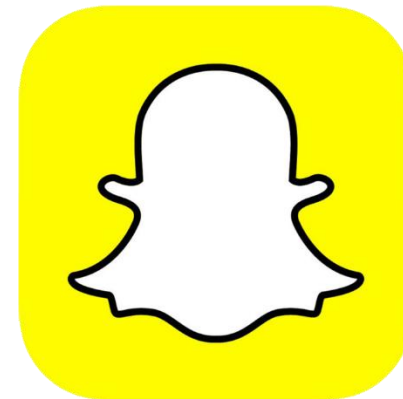


Adhocracy (Create) Culture

External Focus/Flexibility

Do *new* things: Create, innovate, envision the future

- Dynamic, entrepreneurial and creative place to work
- Innovators and risk takers
- Prominence is emphasized
- Long term goal: create and grow new resources
- The organization values: individual initiative and freedom
- Value Drivers: Innovative outputs, transformation, agility
- Change style: Transformational change
- Leader Type: innovator, entrepreneur, visionary
- Theory for Effectiveness: Innovation, vision and new resources drive effectiveness
- Quality Strategies: surprise and delight, create new standards, continuous improvement, creative solutions. Fail fast/fail forward



Clan (Collaborative) Culture

Internal Focus/Flexibility

Do things *together*: Build teams. People Matter

- Friendly. Family environment
- Leaders are mentors
- Loyalty and tradition
- Commitment, empowerment, cohesion, engagement
- Emphasis is long term people development
- The organization values: teamwork, participation and consensus
- Value Drivers: commitment, communication, development
- Change style: Long-term change
- Leader Type: facilitator, mentor, team builder
- Theory for Effectiveness: human development and participation drive effectiveness
- Quality Strategies: team building, development, empowerment, open communication



Hierarchy (Control) Culture



Internal Focus/Stability

Do things *correctly*. Eliminate errors

- Formalized and structured. Work is driven by procedure.
- Efficiency and organization. Smooth operations. Attention to detail. Formal rules and policies.
- Stability and results along with efficient and smooth execution of tasks.
- Reliability, planning and low cost. The organization values: Predictability, reliability
- Value Drivers: Efficiency, punctuality, consistency and uniformity
- Change Style: Incremental change
- Leader Type: Coordinator, monitor, organizer
- Theory for Effectiveness: Control, efficiency and process drive effectiveness
- Quality Strategies: Quality and process control, measurement, systemic problem solving

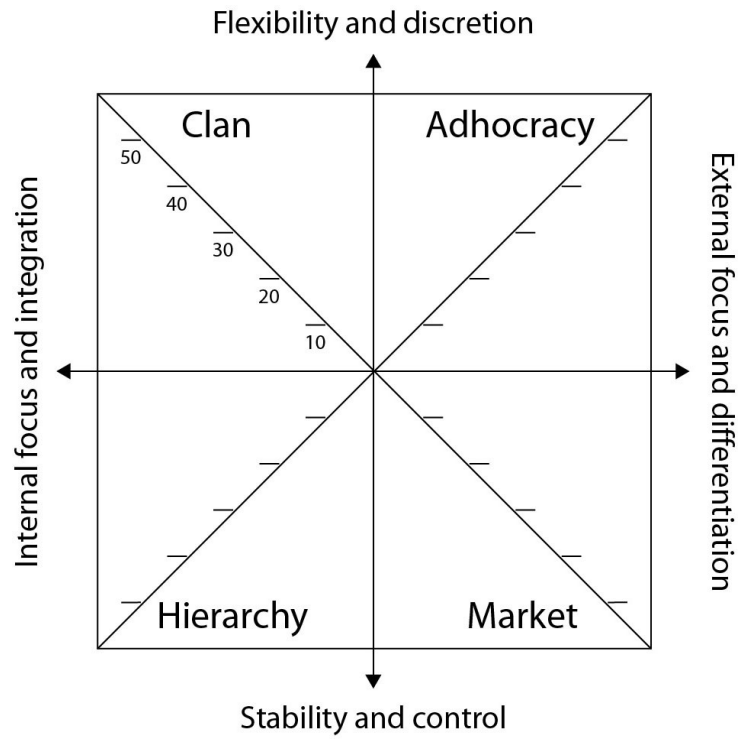


Market (Compete) Culture

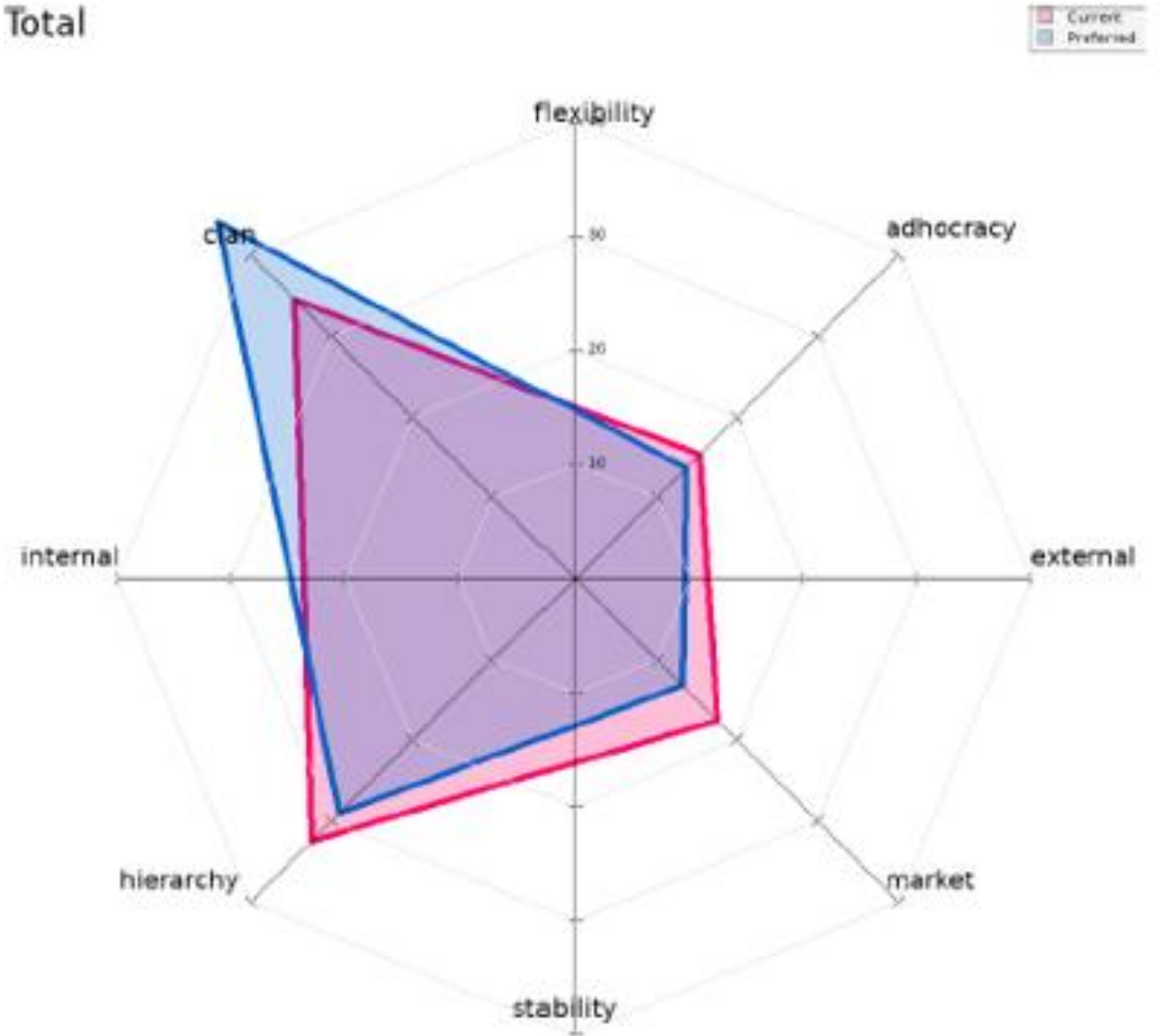
External Focus/Stability Do things *fast*. Get results

- Results focused. Targets, deadlines, task, productivity
- Leaders are hard chargers. Competition. High expectations.
- Emphasis on winning. Reputation and success are important. Market dominance, goal attainment are markers of success. Market is important.
- Organization values: Competition, success in the market.
- Value Drivers: Market share, goal achievement, profitability
- Change Style: Fast change
- Leader Type: Hard charger, competitive, producer
- Theory for Effectiveness: Aggressive completion and customer focus drive effectiveness
- Quality strategies: measure customer preferences, improve productivity, external partnerships, enhance competitiveness





Total

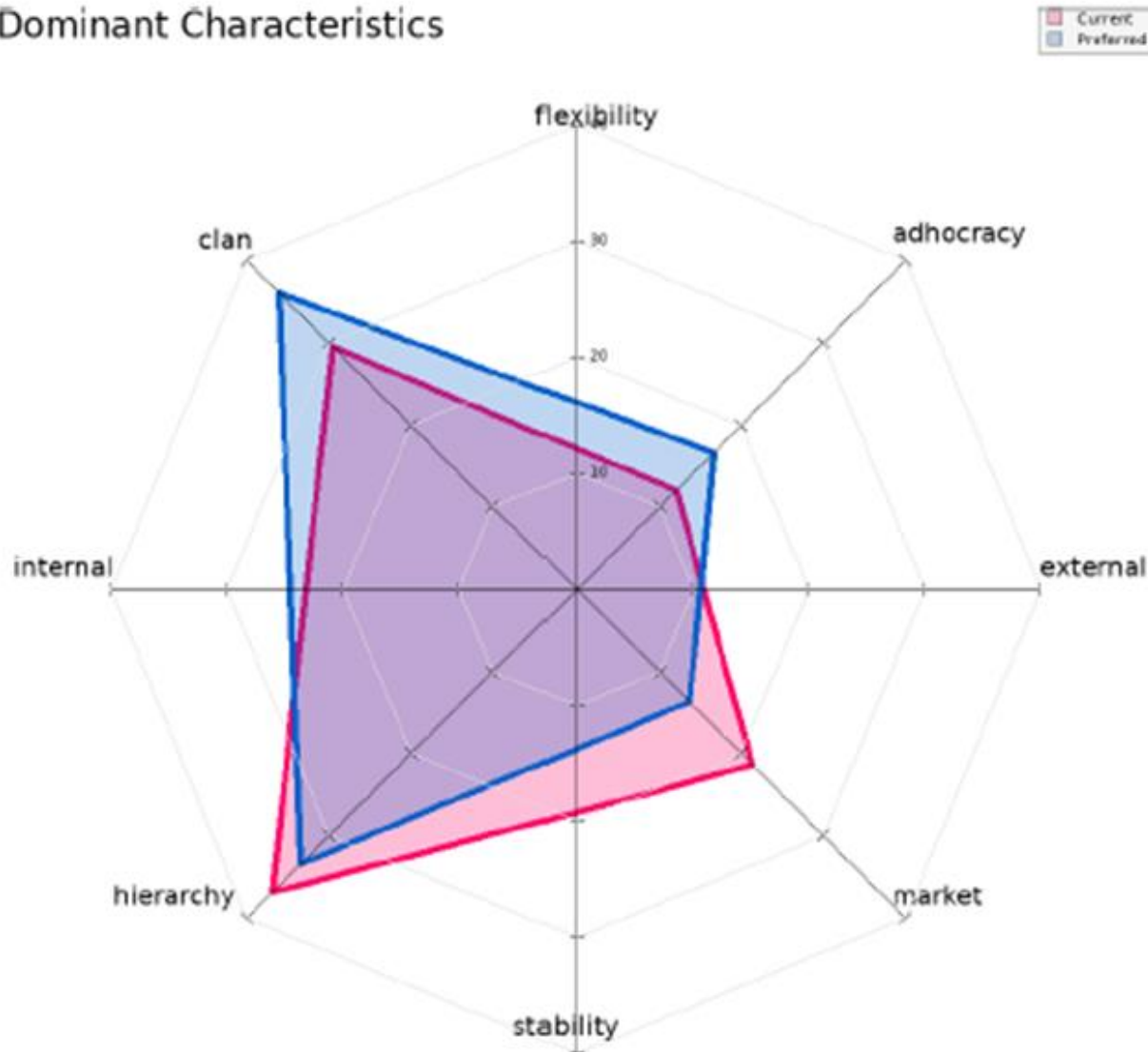


- 6 Aspects of Culture:

1. Dominant characteristics
2. Organizational leadership
3. Management of employees
4. Organizational Glue
5. Strategic emphasis
6. Criteria of success

Dominant Characteristics

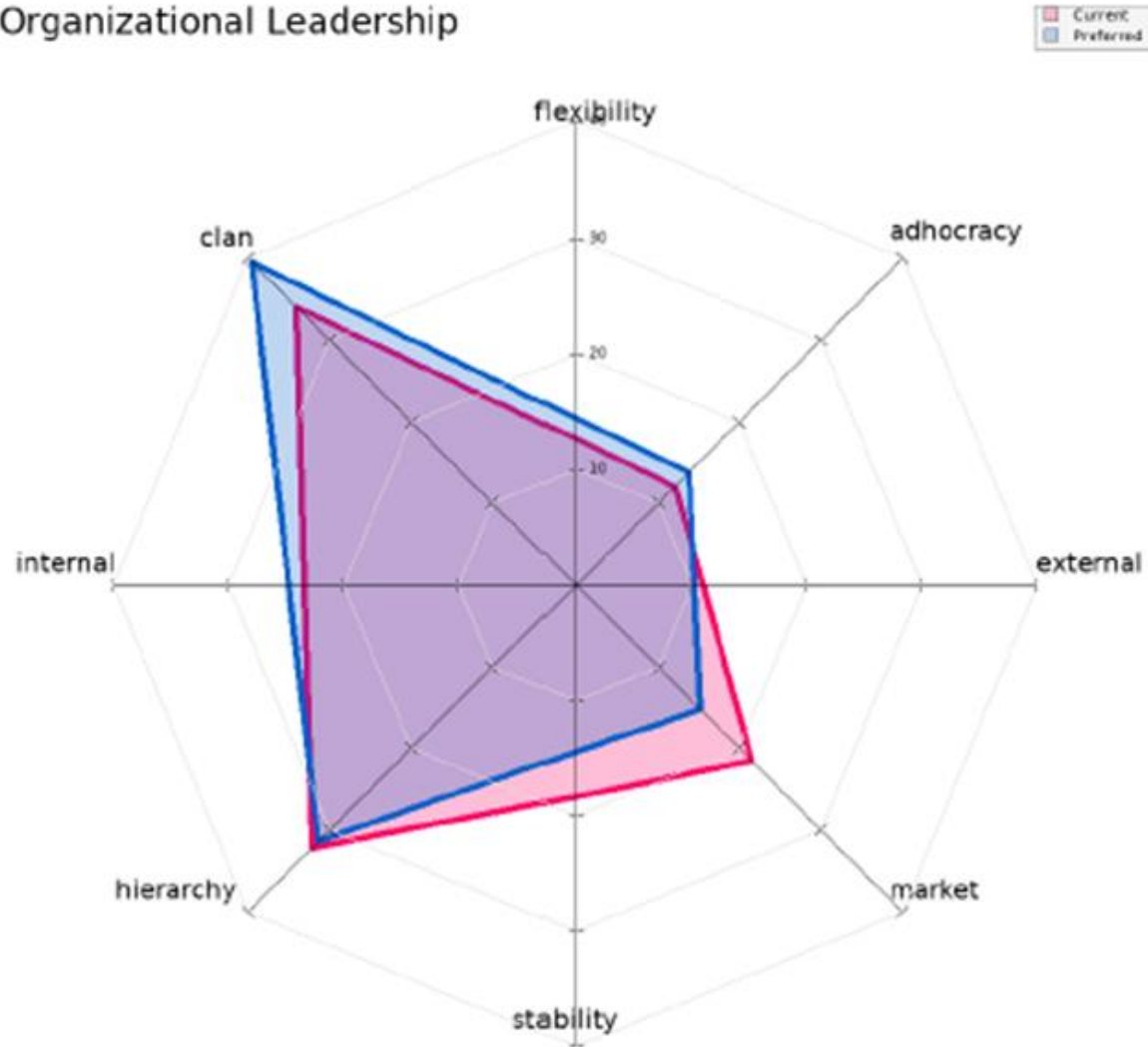
Dominant Characteristics



	current	preferred
Clan	29.50	36.20
Adhocracy	12.10	16.70
Market	21.40	13.70
Hierarchy	37.00	33.40
Total	100	100

Organizational Leadership

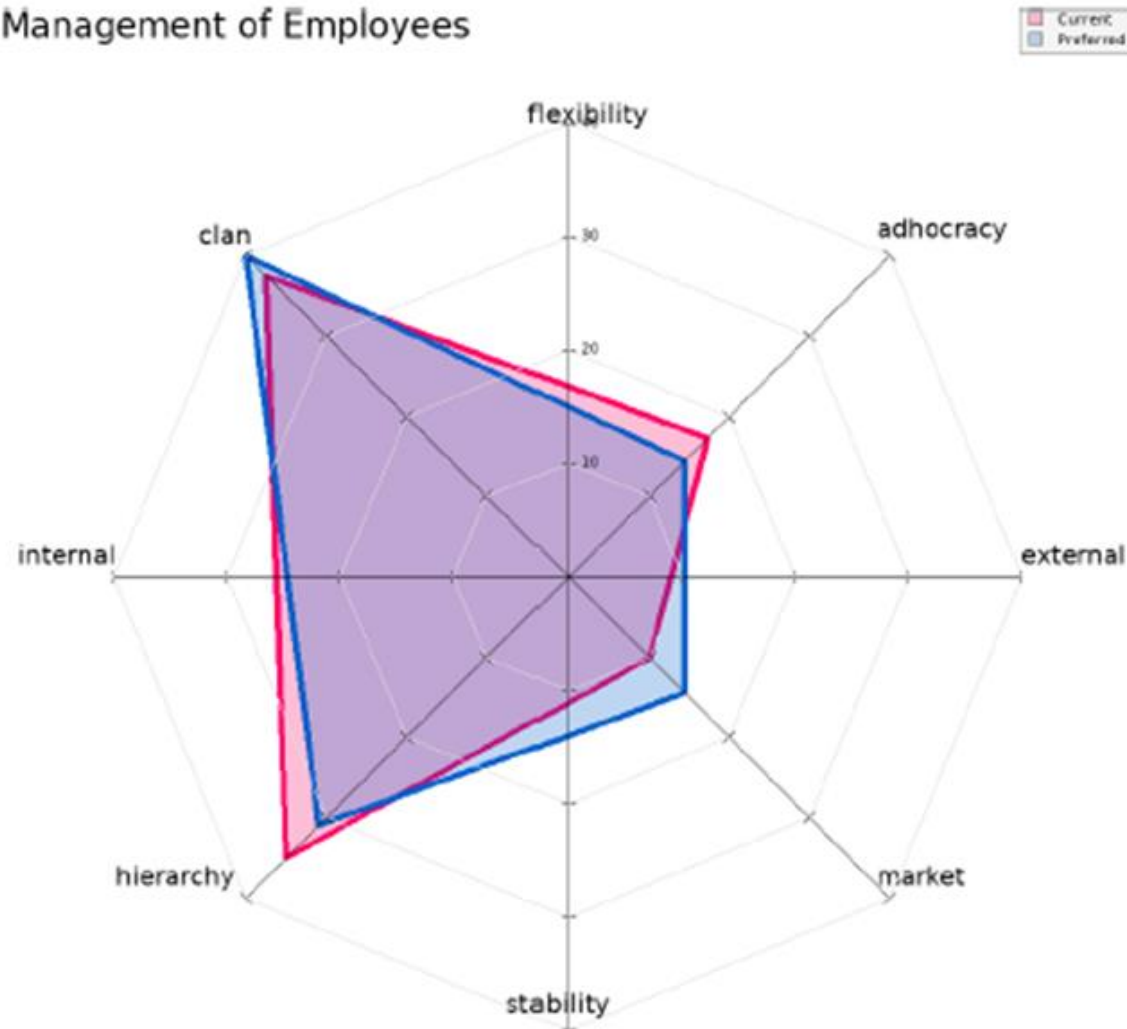
Organizational Leadership



	current	preferred
Clan	34.10	39.60
Adhocracy	12.10	13.80
Market	21.60	15.20
Hierarchy	32.20	31.40
Total	100	100

Management of Employees

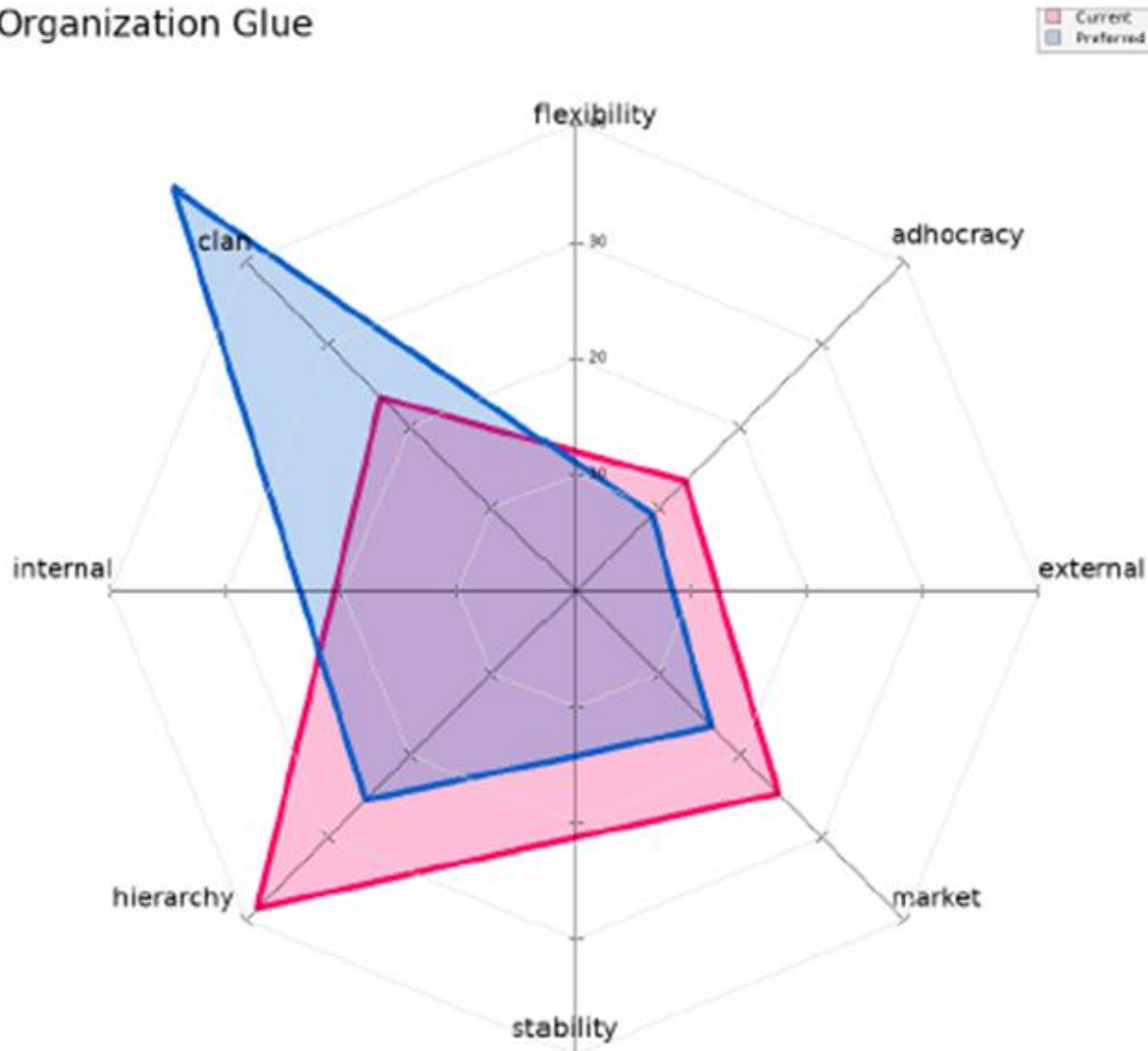
Management of Employees



	current	preferred
Clan	37.50	40.00
Adhocracy	17.30	14.50
Market	10.10	14.50
Hierarchy	35.10	31.00
Total	100	100

Organizational Glue

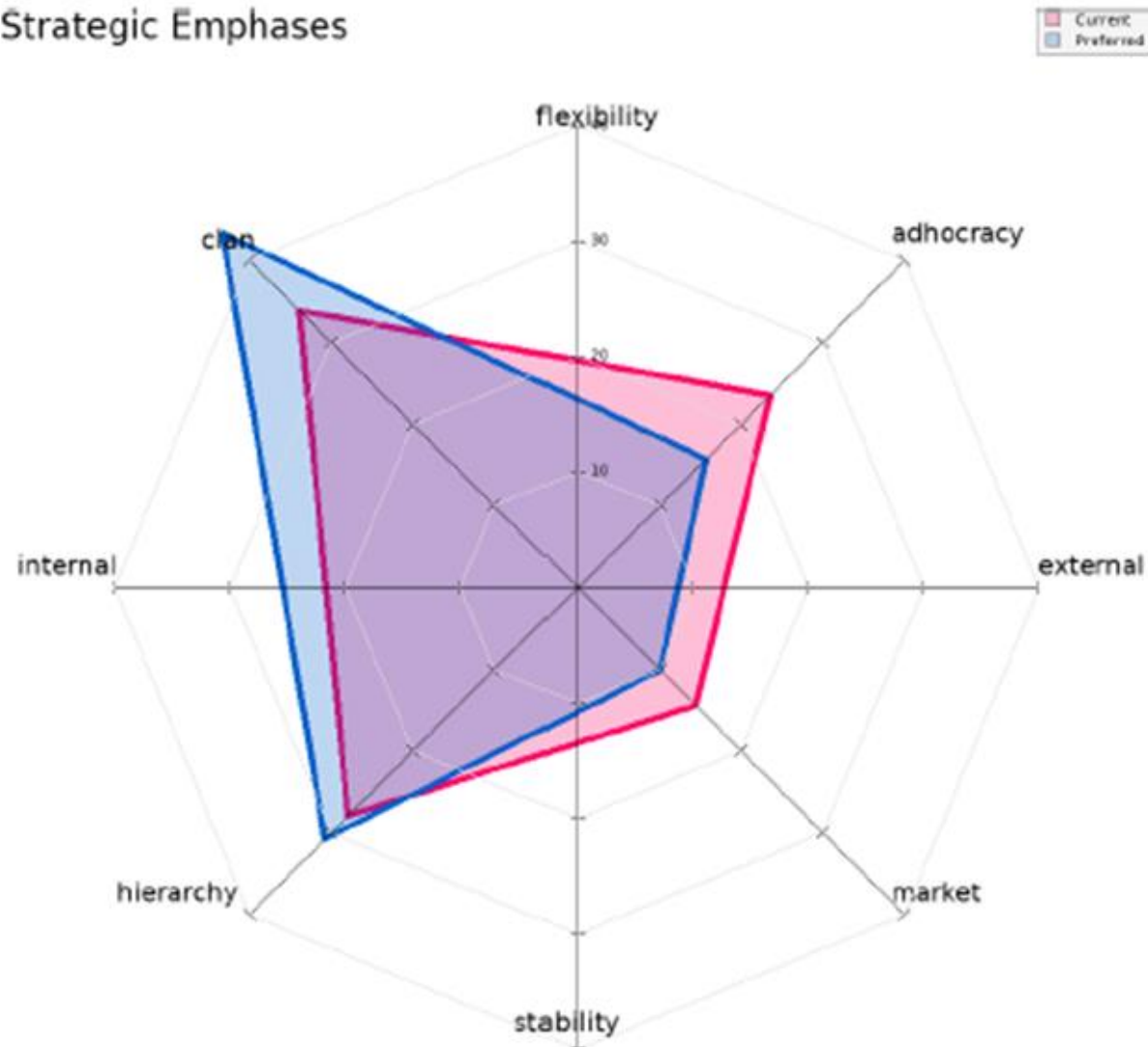
Organization Glue



	current	preferred
Clan	23.50	48.80
Adhocracy	13.30	9.20
Market	24.60	16.50
Hierarchy	38.60	25.50
Total	100	100

Strategic Emphasis

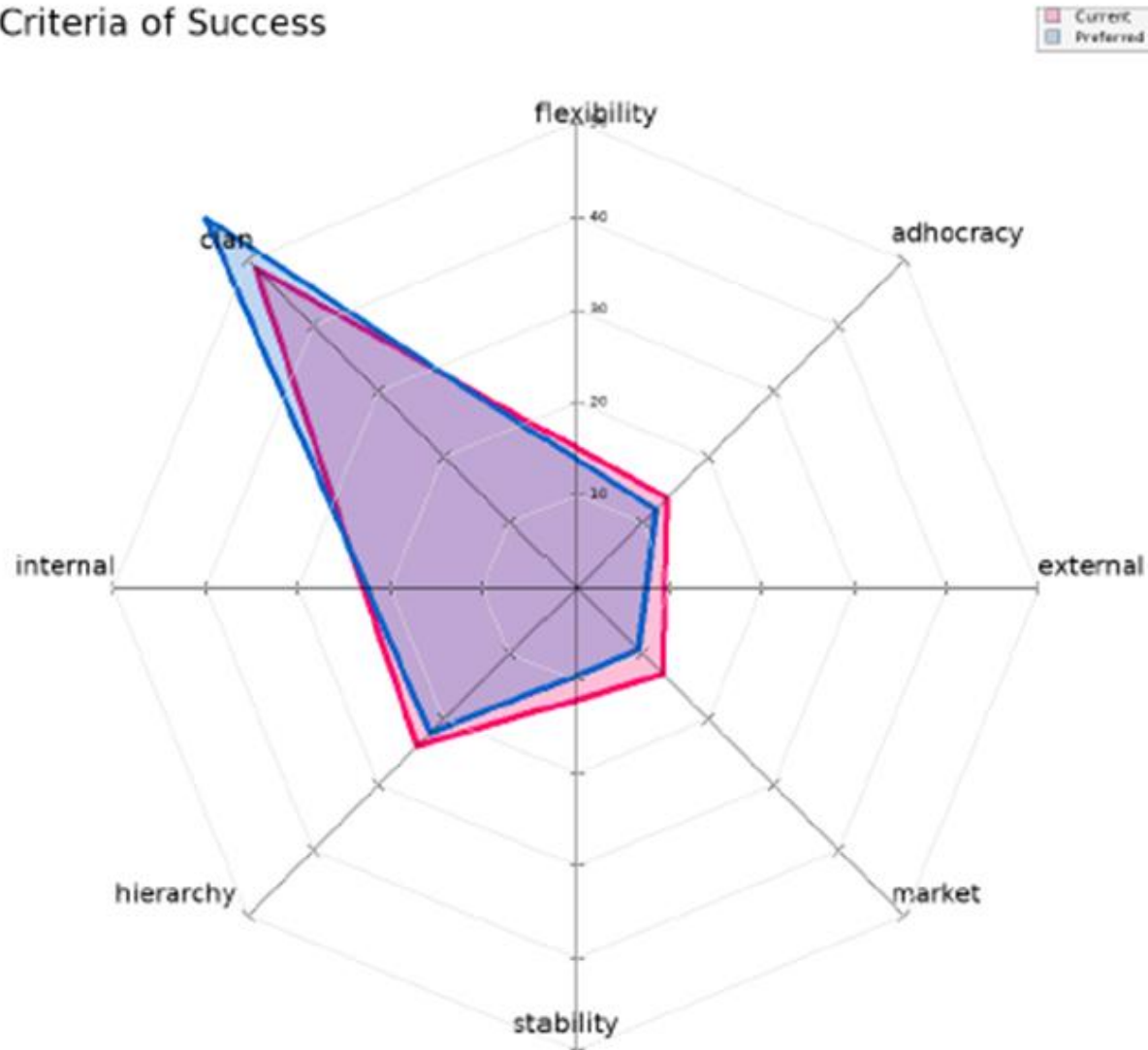
Strategic Emphases



	current	preferred
Clan	34.00	43.40
Adhocracy	23.60	15.70
Market	14.50	10.10
Hierarchy	27.90	30.80
Total	100	100

Criteria of Success

Criteria of Success



	current	preferred
Clan	49.00	56.50
Adhocracy	13.70	11.90
Market	13.10	9.50
Hierarchy	24.20	22.10
Total	100	100

let's chat
THOUGHTS?
QUESTIONS?

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THANK YOU!

