



DrupalCon

EUROPE 2020
DECEMBER 8-11





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An open (company) culture
empowers autonomy and collaboration

Tom Bamford



"Pay no attention to that man behind
the curtain!"

The Wizard of Oz
The Wizard of Oz (1939)



Tom Bamford



Senior Frontend Developer
annertech

@waako

12+ years of **Drupal**

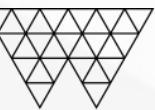
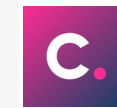
8+ years of **Remote** working

Experience

Enterprise / Public sector



SMEs



NGO / Charities



Startups





In a nutshell,
why open & why now?



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Voice

Equity

Trust



"I'm going to make him an offer he
can't refuse."

Vito Corleone
The Godfather (1972)

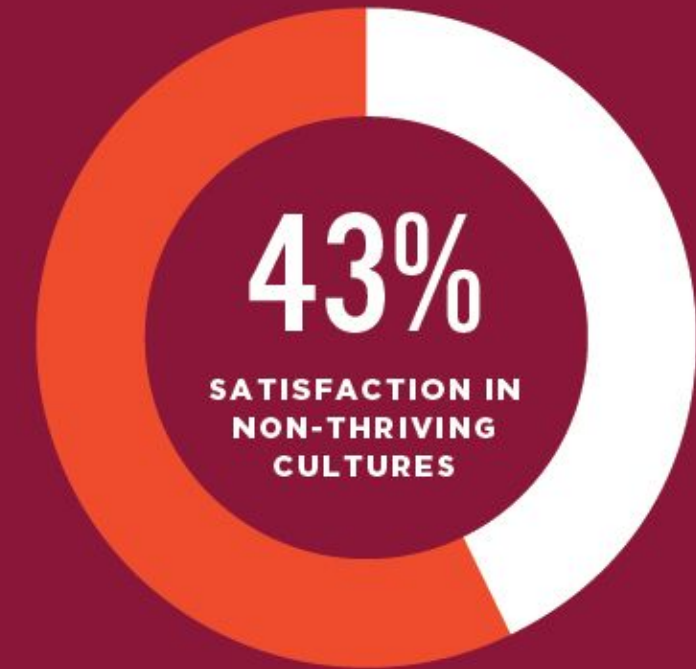
“Our belief is that if you get the culture right, most of the other stuff, like great customer service, or building a great long-term brand or empowering passionate employees and customers, will happen on its own.”

- *Tony Hsieh, Zappos*

Thriving cultures with great employee experiences mean:

- **8 x higher** incidence of **great work**
- **13 x** more **highly engaged** employees
- **3 x less** likely to have **layoffs**
- **2 x more** likely to have **increased revenue**
- **3 x less** likely **employee burnout**
- **7 x more** employees **innovating**

<https://www.octanner.com/global-culture-report/2020/experiences.html>



WHEN ORGANIZATIONS HAVE A THRIVING CULTURE, EMPLOYEES RATE THEIR SATISFACTION WITH EMPLOYEE EXPERIENCE 102% HIGHER



UK companies in the top quartile of engagement scores had:

- **Twice** annual net profits (compare to companies in bottom quartile)
- **2.5 x greater** revenue growth
- **12 % higher** customer satisfaction
- **18 % higher** productivity
- **59%** of engaged employees said their job brings out their most **creative ideas**
- **40 % lower** employee turnover

Return on Investment

“The costs to employers of poor mental health in the workplace are [...] we estimate a total annual cost to businesses up to £45bn[...] There are also other indirect costs [...] such as the adverse impact on creativity, innovation, and colleagues.”

“The result of our [...] analysis show a positive case for employers to invest in the mental health of their employees, with a return of £5 for every £1 spent (5:1)“

“In studies by the Queens School of Business and by the Gallup Organization, disengaged workers had 37% higher absenteeism, 49% more accidents, and 60% more errors and defects.”

“Importantly, businesses with highly engaged employees enjoyed 100% more job applications.”

“Wellbeing comes from one place, and one place only — a positive culture.”

- Harvard Business Review

Empowered

Business

- Creativity
- Greater Innovation
- Increase Productivity
- Profit
- Customer Loyalty
- Satisfied Customers
- Employee commitment
- Positive Image
- Shared Values
- Operational Resilience
- Adaptable to Change
- Efficient Communications
- Self-organising Teams

Personal

- Trusted
- Respected
- Supported
- Satisfaction
- Pride
- Having a voice
- Creativity
- Wellbeing and Happiness
- Ownership & Involvement
- Shared Values
- Being yourself
- Collaboration
- Autonomy



"I am serious. And don't call me Shirley."

Dr. Rumack
Airplane! (1980)

Voice (Employee)

The ability of employees to express their views, opinions, concerns and suggestions, and for these to influence decisions at work.

→ Organisational Voice

Refers to the positive benefits that voice can bring to an organisation, for example, higher innovation. Some voice mechanisms, such as suggestion schemes, allow the organisation to benefit from employees' ideas.

→ Individual voice

Argues that voice is a fundamental right. It allows employees to be involved in decision-making and to express their concerns.

Equity

An employee's motivation is affected by whether the employee believes that their employment benefits/rewards are at least equal to the amount of the effort that they put into their work

John Stacey Adams (workplace & behavioural psychologist)
developed the "Equity Theory of Motivation" in 1963.

→ Workplace Fairness

Ensuring that no individual is (or feels) unfairly treated in relation to others.

→ Pay Equity

Ensuring that for the same role, position, input, individuals receive equal and appropriate compensation.

Trust (Integrity)

Organisational integrity – the values on the wall are reflected in day to day behaviours. There is no ‘say-do’ gap. Promises made are promises kept, or an explanation given as to why not.

- Setting, enforcing and reinforcing the behavioural expectations.
- Telling the truth, sharing information, being open-minded
- Regular, ongoing, varied meetings
- Honest discussions
- Transparency: reporting back on organisation promises & changes
- Trusting

Autonomy

Put simply, it is the freedom of choice or self-determination.
The power to shape your work environment in ways that
allow you to perform at your best.

- Structured (Not Restricted) Autonomy
- Collaborative Autonomy

“Self-Determination Theory suggests that people are able to become self-determined when their needs for competence, connection, and autonomy are fulfilled.”



"This is the beginning of a beautiful
friendship."

Rick Blaine
Casablanca (1942)

Leadership

“The temptation to lead as a chess master, controlling each move of the organization, must give way to an approach as a gardener, enabling rather than directing.

A gardening approach to leadership is anything but passive. The leader acts as an 'eyes-on, hands-off' enabler who creates and maintains an ecosystem in which the organization operates.”

Management

“If you want to make small changes, change the way you do things.

If you want to make major changes, change the way you **SEE** things”

– Don Campbell.

Strategy

- Vision
Discuss the organisation goals and targets openly
- Narrative
Make the company's story (past, present, future) clear and involve everyone
- Compelling & Authentic
People should want to be a part of this, trust, feel a sense ownership & pride
- Provided
Communicate, often, never leave room for doubt. Empower everyone with an understanding of the business, even it's processes

People

- Meaningful Work
- Set Clear Expectations
- Develop Collaborative Teams
- Provide Growth Paths
- Support Learning and Development
- Give Autonomy Over Tasks
- Enthusiasm for Change
- Encourage 2-way communications
- Make it OK to make mistakes, we are responsible adults

Communication

→ **Regular** Meetings

Face-to-face or Video calls where possible
Consistent schedule, so people can plan

→ **Personal**

Be personal in your notes
Don't expect immediate responses

→ **Document** everything

Knowledge should be open to everyone (view, add, update)



“Show me the money!”

Cuba Gooding Jr.
Jerry Maguire (1996)

Where to Start?

- Focus on **quality**

Realize the difference between overworked employees and productive employees.

- Show you **care**

Employees need to feel valued and respected on a personal level to feel happy and fully committed to their job.

- **Listen**

Employees should always feel like they can share their thoughts and ideas

- Have some **fun**

Work doesn't always have to be a bore.

Wellbeing

- Check in on how people are **feeling**

Get to know the individual, check in regularly

- Understand and empathise with any **problems experienced**

Be open, enquire and provide support in the most appropriate form to them

- Encourage **positive** behaviours

Promote sensible working hours, taking breaks, reduce isolation

- Take **action**

Follow Mind's *Workplace Wellbeing Insights report* and *Mental Health at Work* website



Positive Feedback

- Begin with **Micro Yes** question

Short but important question, e.g. “Have idea about improvements, can I share it with you?”

- Specific **data-points**

Name specifically what is being observed, avoid generalising. Avoid **blur words**: something that can mean different things to different people. e.g. “You shouldn’t be so defensive”

- **Impact** statement

Define how that data-point **impacted you** exactly

- Make it a **joint problem solving** exercise

Wrap the feedback message into a question for their input, e.g. “How do you see it?”



Autonomy

Strategy - Communication - People



"To infinity and beyond!"

Buzz Lightyear
Toy Story (1995)

Resources

TED Series The Way We Work

https://www.ted.com/series/the_way_we_work

Engage for Success Resources

<https://engageforsuccess.org/resources>

Mental Health at Work

<https://www.mentalhealthatwork.org.uk/>

GitLab The Remote Playbook

<https://learn.gitlab.com/all-remote/remote-playbook>

CIPD Knowledge hub Organisational culture and behaviours

<https://www.cipd.co.uk/knowledge/culture>

CIPD Knowledge hub Changing context of work

<https://www.cipd.co.uk/knowledge/work>

CIPD Knowledge hub Managing employment relationship

<https://www.cipd.co.uk/knowledge/fundamentals/relations>

Deloitte Report Mental health and employers

<https://www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-refreshing-the-case-for-investment.html>



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Questions?

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Join us for contribution opportunities

Friday, December 11, 2020

Mentored
Contribution

First Time
Contributor Workshop

General
Contribution

[#DrupalContributions](#)

What did you think?

Locate this session at the DrupalCon Europe website:

<https://events.drupal.org/europe2020/preliminary-program/>



Thank you!