

# What Makes a Strong Positive Culture

Facilitator:  
Phil Zeller, Master Trainer  
[phil.zeller@dalecarnegie.com](mailto:phil.zeller@dalecarnegie.com)



# What Makes a Strong Positive Culture

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# What Makes a Strong Positive Culture

- Understand why a strong positive culture aligned with your people will help you attract and retain talented team members.
- Recognize that we must go beyond assumptions of why people would remain on our teams.
- Implement valued alignment with your people to your organization.

## Overview

Dale Carnegie found that people support a world they help create. In 2021 we witnessed the great resignation as people left their jobs to find more of something elsewhere. Organizational leaders must understand the three perspectives/lenses of creating a successful culture in which people will thrive!

Your culture is a set of predominating attitudes and behaviors that characterize your organization and is played out every day in your workplace. What we idealistically think may or may not be our current reality. We must step up to creating a culture where we, our team, and our organization are in alignment to become more effective, efficient, and resilient.

## Positive Cultural Alignment

### The 3 Lenses:

My View  
My Team Members' View  
The Organization View

### As a Manager, you must congruently:

Achieve Goals (What)  
Achieve Strategy (How)  
Develop Individuals (Who)

## LEADING

“People support a world they help create”

## MANAGING

“People support a process that helps them succeed”

“

*When dealing with people, remember you are not dealing with creatures of logic, but creatures of emotion”  
– Dale Carnegie*

The “Why” is ALWAYS in play!

## Value Traits

### **LOYALTY**

faithful and true to  
persons  
And/or ideals

### **FAMILY**

quality time with  
significant others

### **URGENCY**

fast passed, action  
orientation  
with purpose

### **PASSION**

intense emotional  
excitement a visible  
enthusiasm for one's work  
an ideal and/or belief

### **INTEGRITY**

having and  
demonstrating values

### **FUN**

ability to laugh  
and express humor

### **DIVERSITY/ TOLERANCE**

accepting a variety of  
cultures/lifestyles

### **TRUST**

belief in the  
honesty/integrity of  
another and being  
trustworthy

### **TEAMWORK/ PLAYER**

someone who enjoys  
contributions to  
and being a member of a  
team

### **THINKING OUT-SIDE OF THE BOX**

fresh approach to  
viewing/achieving results:  
willing to try new ways  
of accomplishing a goal

### **FAIRNESS**

treating others and being  
treated equitably

### **LEAVING A LEGACY**

to make a difference,  
leaving footprints behind  
for others to follow

## Value Traits

**ADAPTABLE TO CHANGE**  
adapts readily to an every  
evolving environment

**ACHIEVEMENT**  
reaching or exceeding  
goals successfully

**ACCOUNTABLE**  
takes  
responsibility/ownership  
for  
actions and/or outcomes

**CONSISTENCY**  
can be counted on to act  
in a predictable manner

**RECOGNITION**  
willing to both give &  
receive acknowledgement  
for achieving  
goals and being thanked  
for a job 'well done'

**MAINTAINING BALANCE**  
to keep in perspective the  
need to have balance  
between work, other  
interests  
and/or relationships

**HONESTY**  
telling the truth

**CREDIBILITY**  
actions that are consistent  
with words,  
practicing what one  
preaches,  
walking the walk

**ENTREPRENEURSHIP**  
seeing oneself as a  
franchise  
owner of the business

**CAREER DEVELOPMENT**  
continually enhancing  
professional credentials

**EMPOWERMENT**  
willing to give and accept  
responsibility and the  
power to act

**RISK TAKING**  
the courage and  
willingness to take  
calculated risks & step  
outside of  
one's comfort zone

# Value Traits

**RESPECT FOR INDIVIDUAL**  
acting in ways that honor the person

**EFFECTIVENESS**  
executing with precision in achieving results

**COMPETENCE**  
demonstrating knowledge and skills needed to be effective

**CUSTOMER**  
achieving excellence in customer satisfaction

**OPEN**  
openly shares ideas, information, knowledge & demonstrates a willingness to let all sides be heard

**COMMITMENT**  
dedication and perseverance & willing to do whatever it takes to get the job done

**QUALITY**  
completed correctly and meeting or exceeding expectations

**LIFELONG LEARNING**  
mindset that values growth, being coachable, investing in self-education

**FAITH**  
Belief in a higher power



## **The “Innerview”**

Many leaders find that having a deeper connection with their team enhances their ability to create an environment that elicits commitment instead of compliance. Conducting an “Innerview” is a proven method of deepening our connection with our people through a casual conversation.

### **Factual Questions**

These are questions that are of a typical conversational nature that revolve around factual information. The answers to these questions are occasionally found in personnel files. Examples of factual questions are:

- Where did you grow up?
- What kind of activities were you involved with as a child?
- What was your first job?
- What were your interests in school?
- How long have you worked here?
- Tell me about your family.
- What do you do for recreation?

### **Causative Questions**

These are questions to determine the motives or causative factors behind some of the answers to the factual questions. These are typically “why” and “what” questions. Examples of causative questions are:

- Why did you pick that particular school?
- What caused you to study \_\_\_\_\_?
- What caused you to pursue that profession?
- How did you happen to come to work for this organization?
- How did you get involved with that particular hobby?

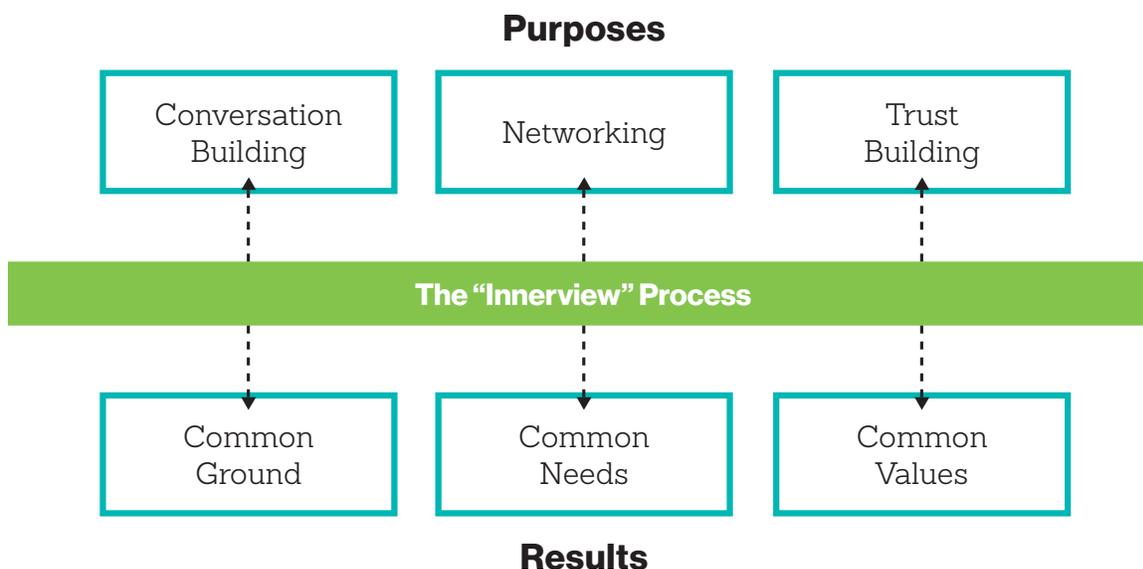
## The “Innerview” (continued)

### Value-Based Questions

These are questions that help connect us to a person’s value system. They are designed to help a leader hear the worth that his or her people place on things. These are questions that people rarely ask but give a greater view of the inner person. Examples of value-based questions are:

- Tell me about a person who had a major impact on your life.
- If you had it to do over again, what, if anything, would you do differently?
- As you look back over your life, tell me about a turning point.
- It is obvious from our discussions that you have many accomplishments. Tell me about something that you look back on as a high point or a point of pride.
- What words of wisdom would you give a young person if he or she sought your advice? How would you sum up your personal philosophy to him or her in a sentence or two?

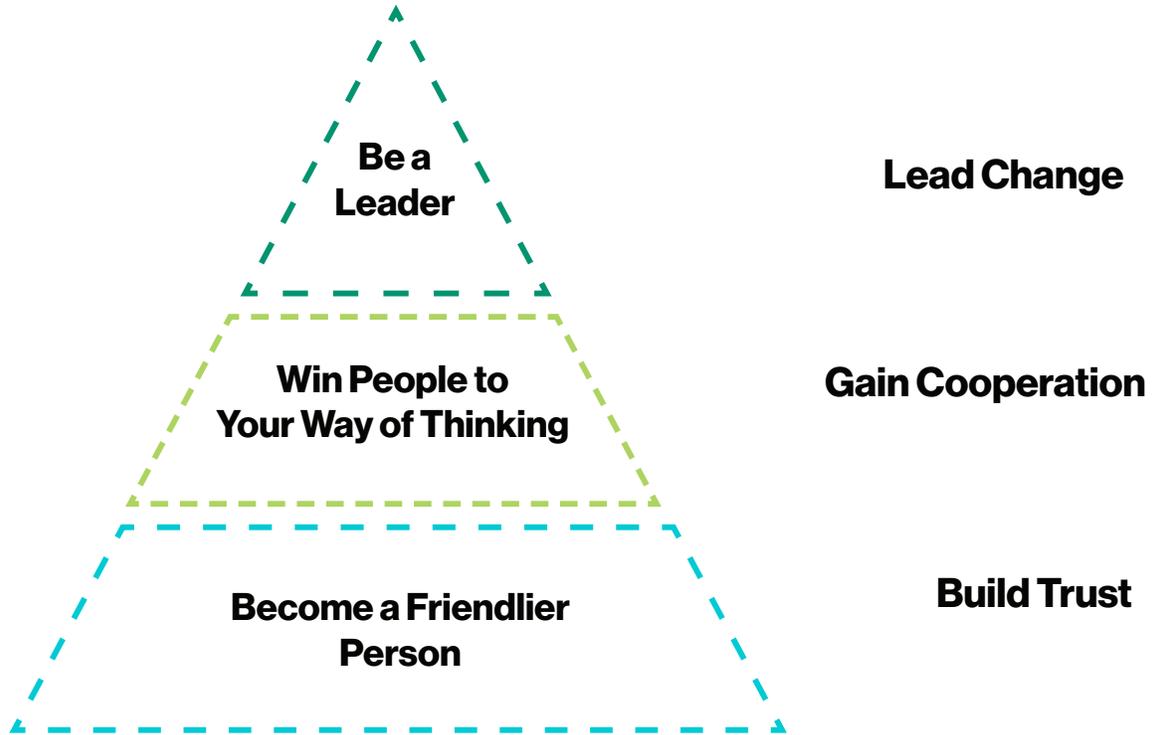
Conduct an “Innerview” with a partner. Pick from the questions above or use questions of your own. The issue is not that you ask the questions listed above. The purpose is to deepen your understanding of that individual.



# Human Relations Principles

The Dale Carnegie Human Relations Principles support leaders in:

- Achieving connection by building trusting and collaborative relationships
- Gaining cooperation by positively influencing others
- Leading change by fostering the collaboration necessary to accomplish results



## **Human Relations Principles as a System**

The Dale Carnegie Human Relations Principles are the core of Dale Carnegie's methodology. Dale Carnegie believes all success starts and ends with people. Because of this, these principles are paramount to building successful relationships.

- The Become a Friendlier Person set of principles is the first stage of building successful relationships and helps us to establish rapport by building trust. The first nine Human Relations Principles provide specific actions we can take to establish a greater connection with others. These principles are foundational to enhancing relationships.
- The Win People to Your Way of Thinking set of principles is the second stage of building successful relationships and focuses on gaining enthusiastic cooperation versus compliance. These principles allow us to focus on motivating and influencing others, not manipulating others. Gaining cooperation is easier once trust has been developed in a relationship.
- The Be a Leader set of principles is the third stage of building successful relationships and focuses on leading others to commit to changing their attitudes and behaviors. When applied, these principles can reduce resistance by team members. This final set of principles allows leaders to hold others accountable for their actions while demonstrating respect for the person throughout the interaction. Be a Leader principles are most effective when trust has been established. With the foundation of trust, this third set of principles provide a guide to leaders when coaching team members.

All three sets of principles are an integrated system which provides leaders with opportunities to build, influence, and drive change within critical relationships while maintaining trust.

## **Become a Friendlier Person**

- 1. Don't criticize, condemn, or complain.**
- 2. Give honest, sincere appreciation.**
- 3. Arouse in the other person an eager want.**
- 4. Become genuinely interested in other people.**
- 5. Smile.**
- 6. Remember that a person's name is to that person the sweetest and most important sound in any language.**
- 7. Be a good listener. Encourage others to talk about themselves.**
- 8. Talk in terms of the other person's interests.**
- 9. Make the other person feel important—and do it sincerely.**

## **Win People to Your Way of Thinking**

- 10. The only way to get the best of an argument is to avoid it.**
- 11. Show respect for the other person's opinion. Never say, "You're wrong."**
- 12. If you are wrong, admit it quickly and emphatically.**
- 13. Begin in a friendly way.**
- 14. Get the other person saying "yes, yes" immediately.**
- 15. Let the other person do a great deal of the talking.**
- 16. Let the other person feel the idea is his or hers.**
- 17. Try honestly to see things from the other person's point of view.**
- 18. Be sympathetic with the other person's ideas and desires.**
- 19. Appeal to the nobler motives.**
- 20. Dramatize your ideas.**
- 21. Throw down a challenge.**

## **Be a Leader**

- 22. Begin with praise and honest appreciation.**
- 23. Call attention to people's mistakes indirectly.**
- 24. Talk about your own mistakes before criticizing the other person.**
- 25. Ask questions instead of giving direct orders.**
- 26. Let the other person save face.**
- 27. Praise the slightest improvement and praise every improvement. Be "hearty in your approbation and lavish in your praise."**
- 28. Give the other person a fine reputation to live up to.**
- 29. Use encouragement. Make the fault seem easy to correct.**
- 30. Make the other person happy about doing the thing you suggest.**

## **Summary**

What are your discoveries?

Why are they important to you, your team, and your organization?

What actions will you take moving forward and what will be the benefit of taking those actions? Which Human Relations Principles will you use?