

# Workplace Culture

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Community Action Association of Pennsylvania  
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# Up-front contract



Surprises can sometimes be fun, but not always.



Surprises during a meeting, can be a deal breaker, or at the very least compromise a positive relationship.



Up-front contracts, assure there is mutual understanding to make a meeting successful.

# My Up-front contract



I'm not an expert.



We will not agree on everything, but that's ok.



My job is to help you acknowledge you make assumptions and help you start questioning them.

# Who is CAAP?

## MISSION

To strengthen, advocate for, and empower the state network of Community Action Agencies to effectively address issues of poverty.

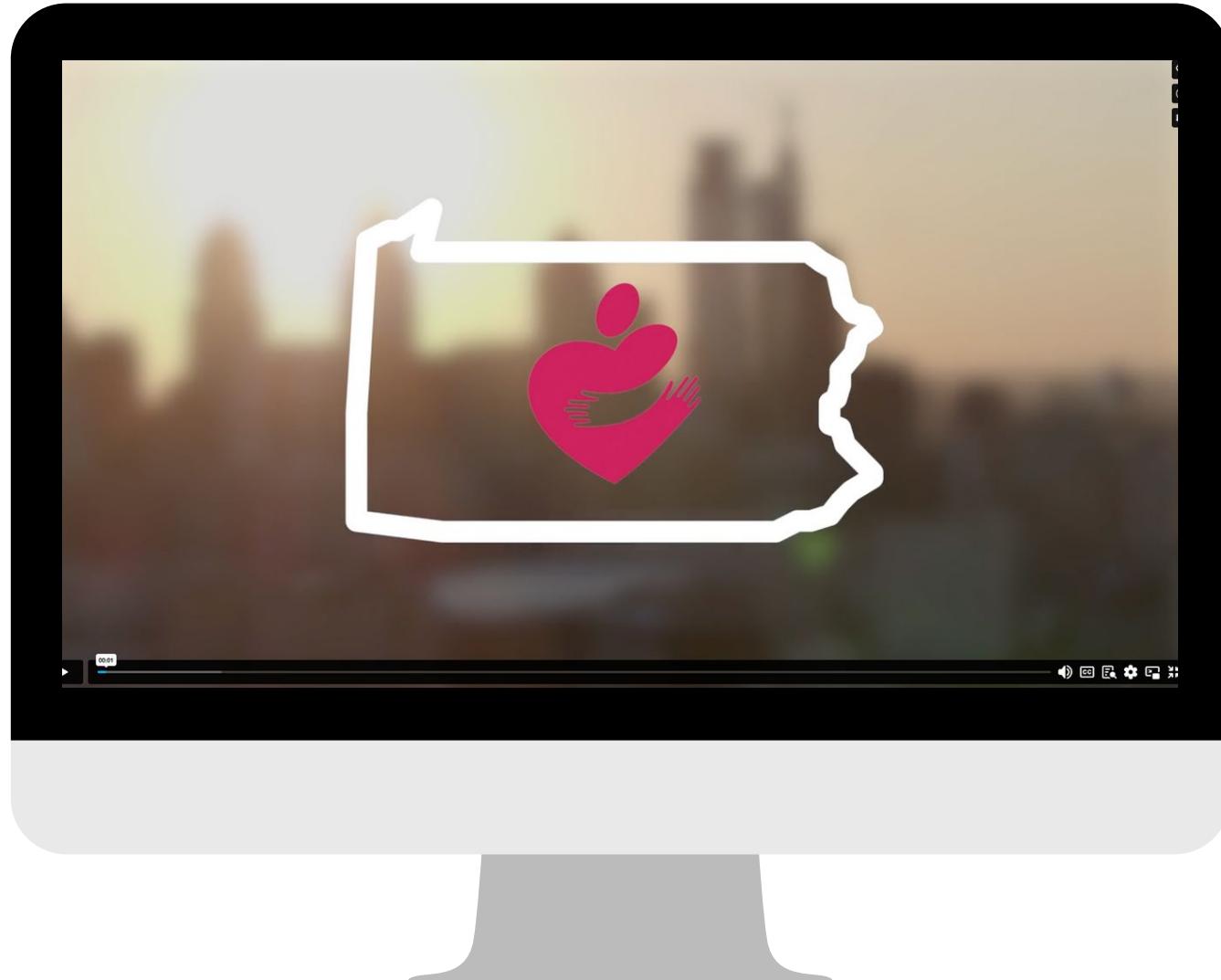
## PURPOSE

A statewide membership organization representing 43 Community Action Agencies in the Commonwealth and the primary source of advocacy, technical assistance, collaboration, and networking for Community Action in Pennsylvania.

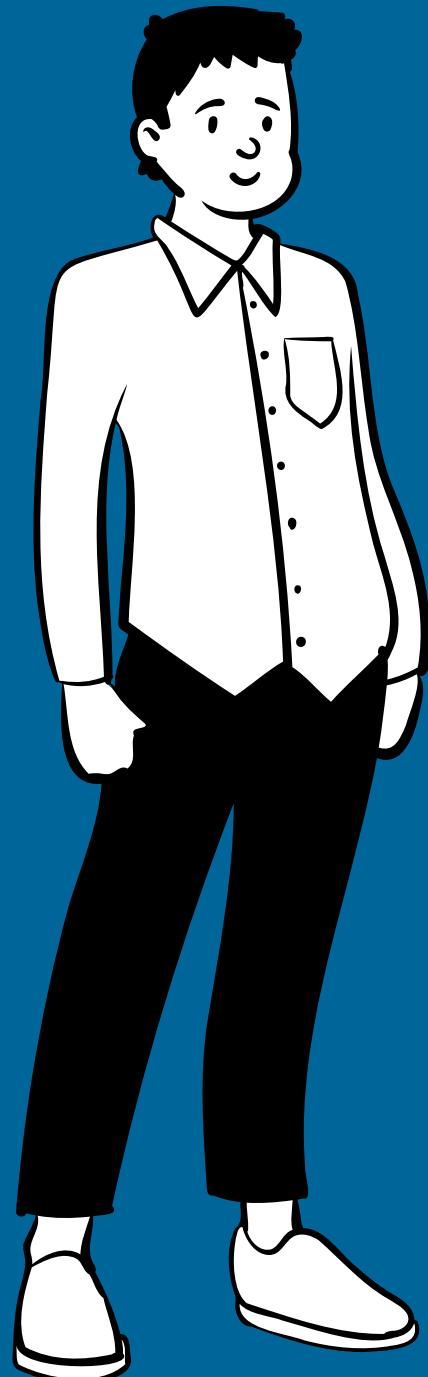


“If you've met one Community Action Agency...

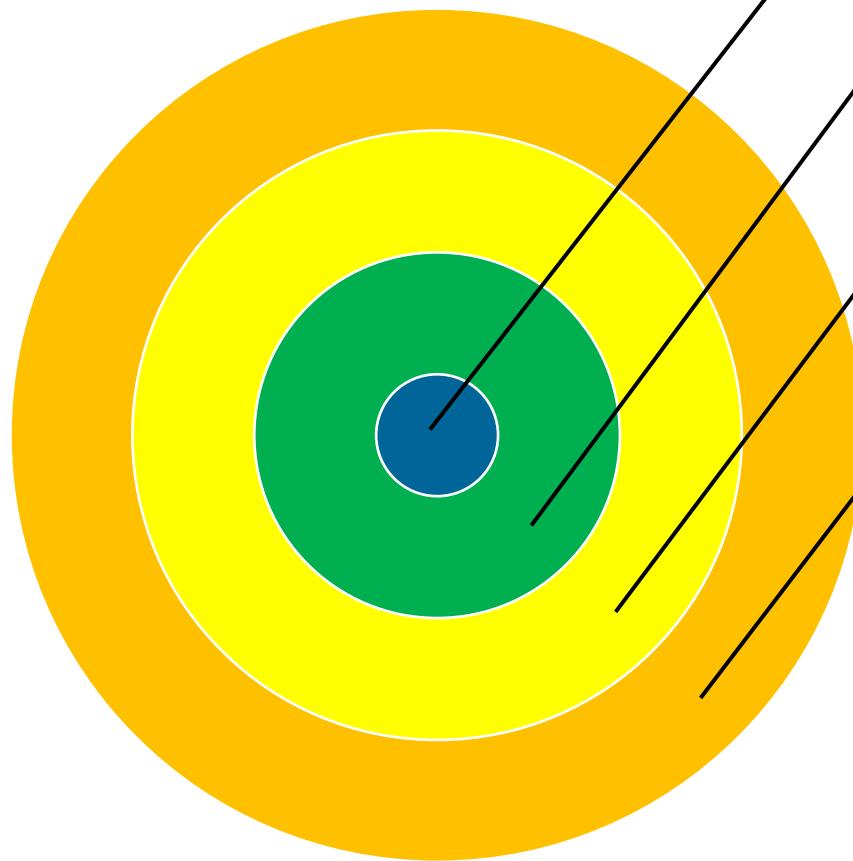
You've met one Community Action Agency...”



# Who am I?



# Circles of Trust



Close Friends/Spouse/Partner

Friends

Acquaintances

Known to You

Strangers

Work  
Colleagues?



# My Circle of Trust

## **My inner circle:**

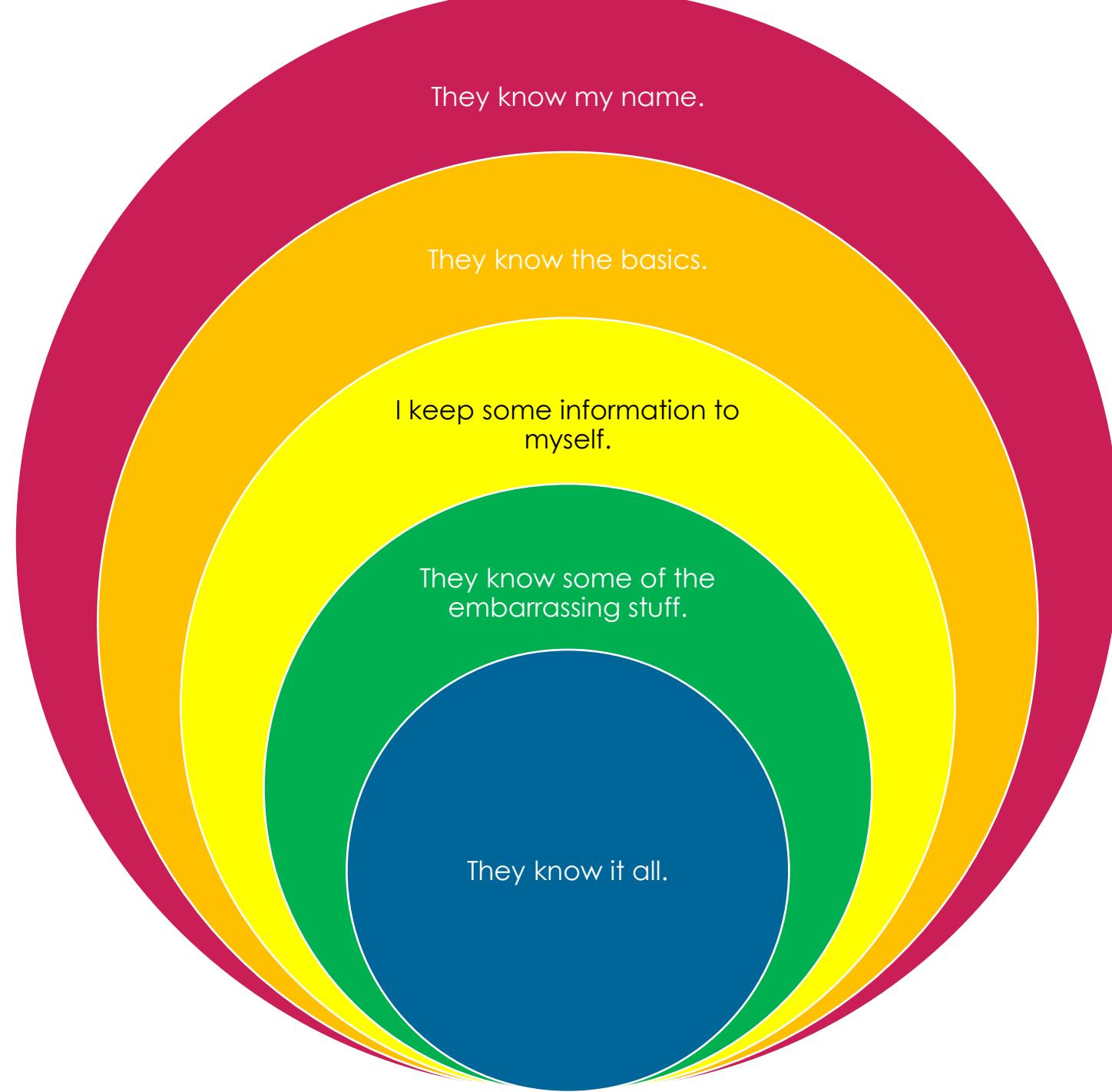
- The people that are the closest to me.
- I love and trust them, and I can talk to about anything.
- If they were sad, I'd give them a hug.
- They are the people I want to tell when exciting or hard things happen.

## **My middle circle:**

- **Friendly with these people.**
- **I can talk to and spend time with them.**
- **If something exciting happened, I'd give them a fist bump.**

## **My outer circle:**

- People who I interact with but keep at a distance.
- My past dictates not to trust these people immediately.

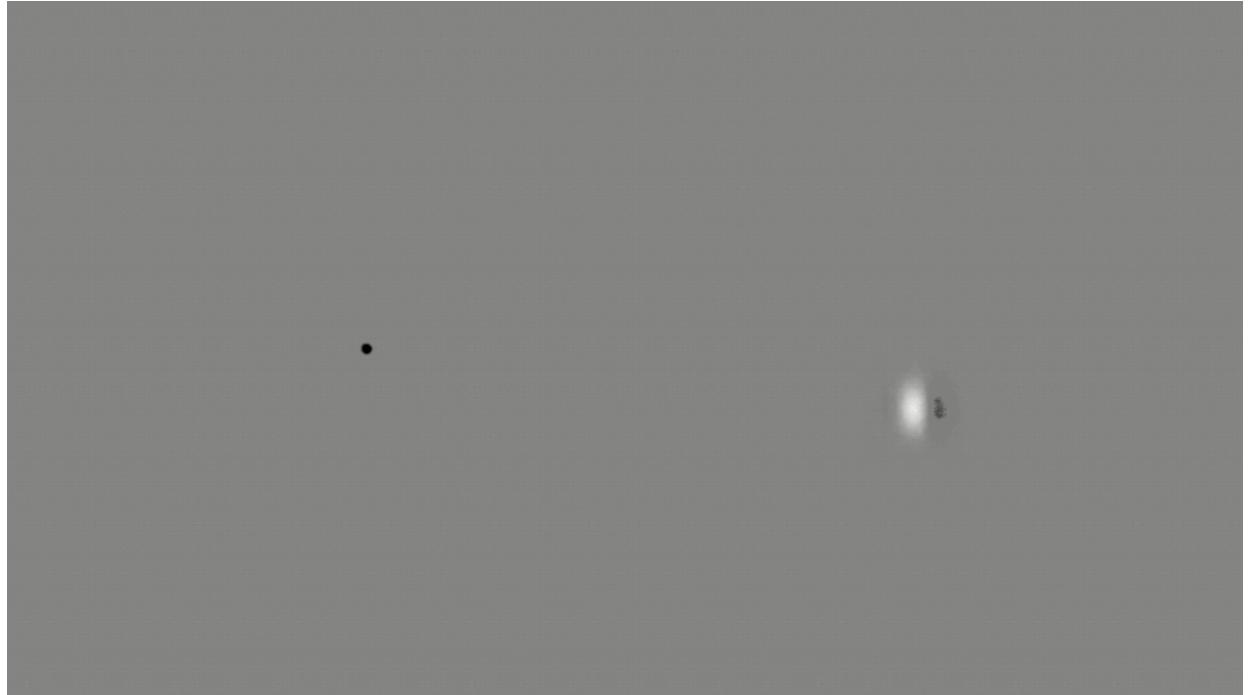




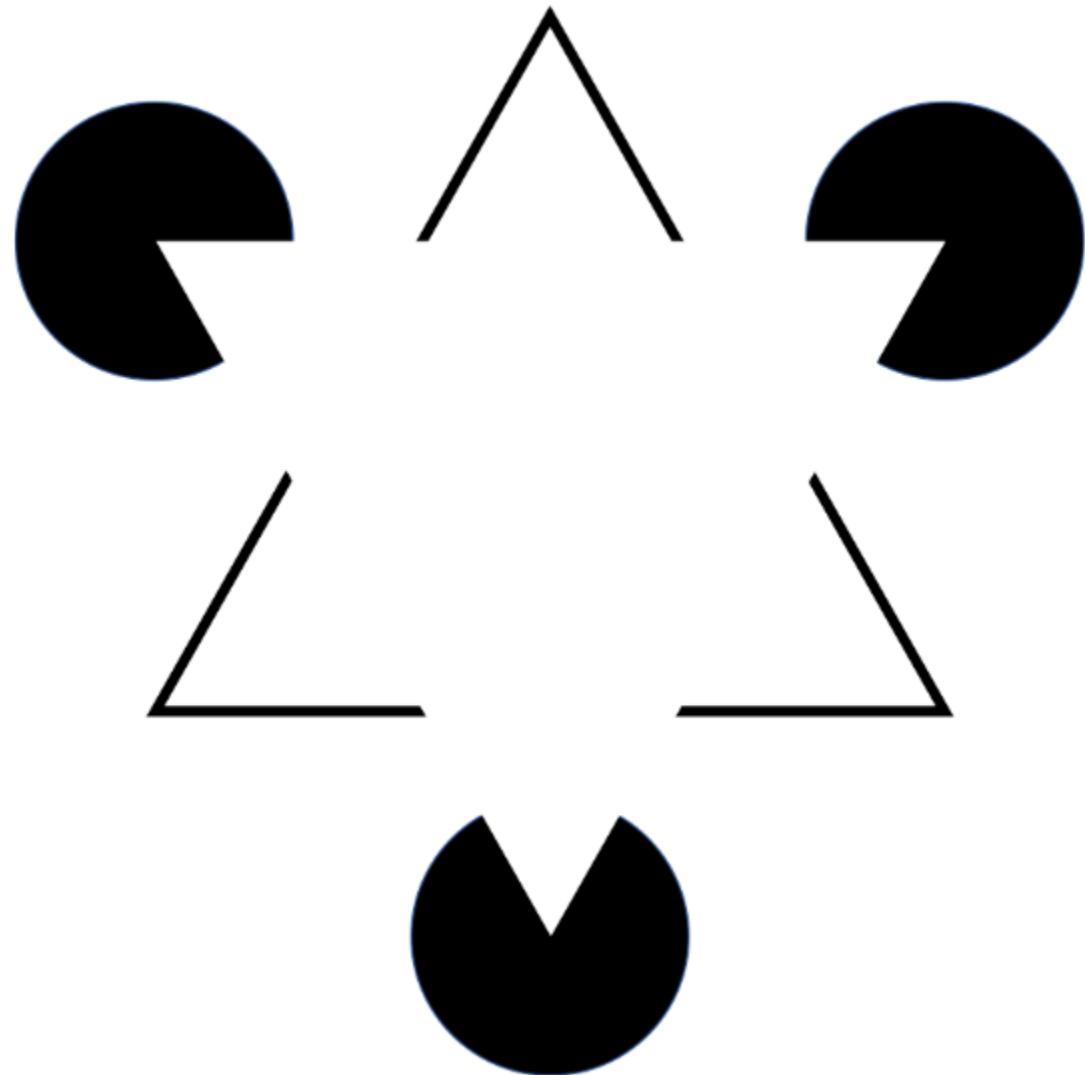
\*Credit Akiyoshi Kitaoka

Our vision  
runs 100  
milliseconds  
behind our  
brains.

“Reality” is  
constructed  
by our brain.



\*Credit Patrick Cavanagh

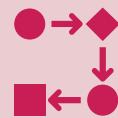


\*Credit Fibonacci/Wikimedia Commons

# Assumptions



Our brains are wired to make assumptions.



How do we shift this?



# Practiced Circuits



25% of our brain is wired at birth.



75% of our brain is wired by age 3.



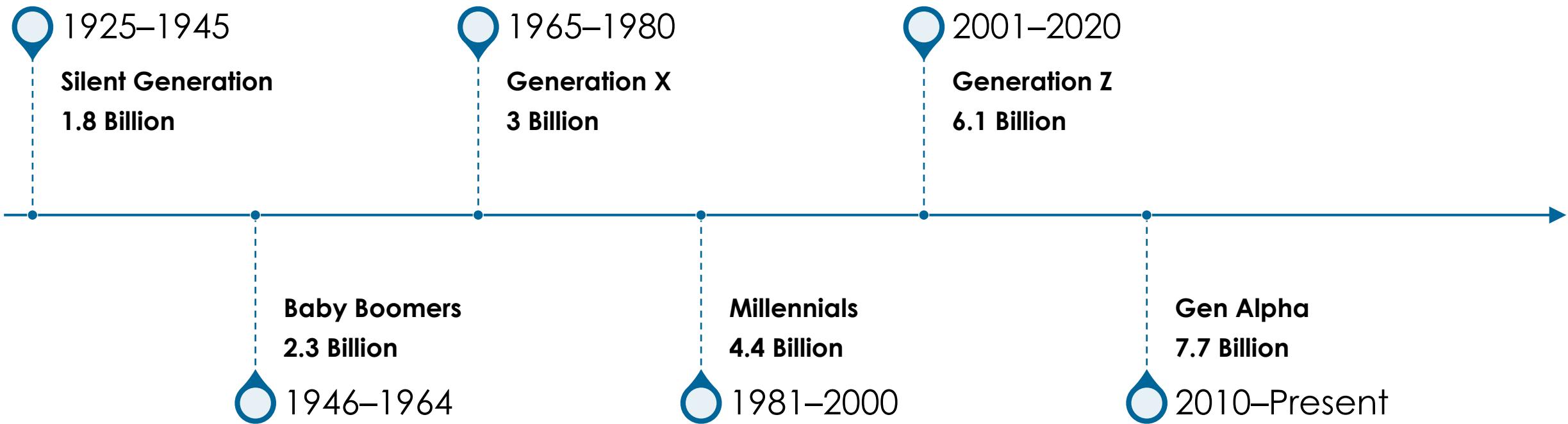
Our brain is not fully formed until the age of at least 25.



# Dimensions of Diversity

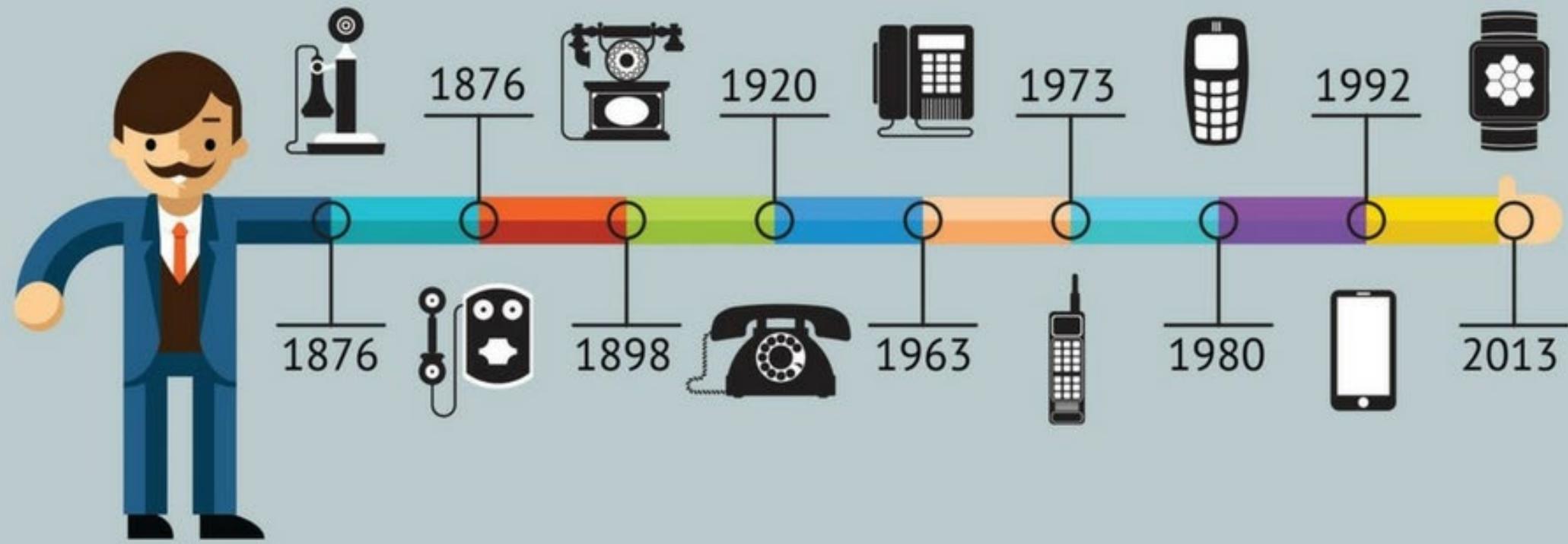


# Generations in the workforce & beyond



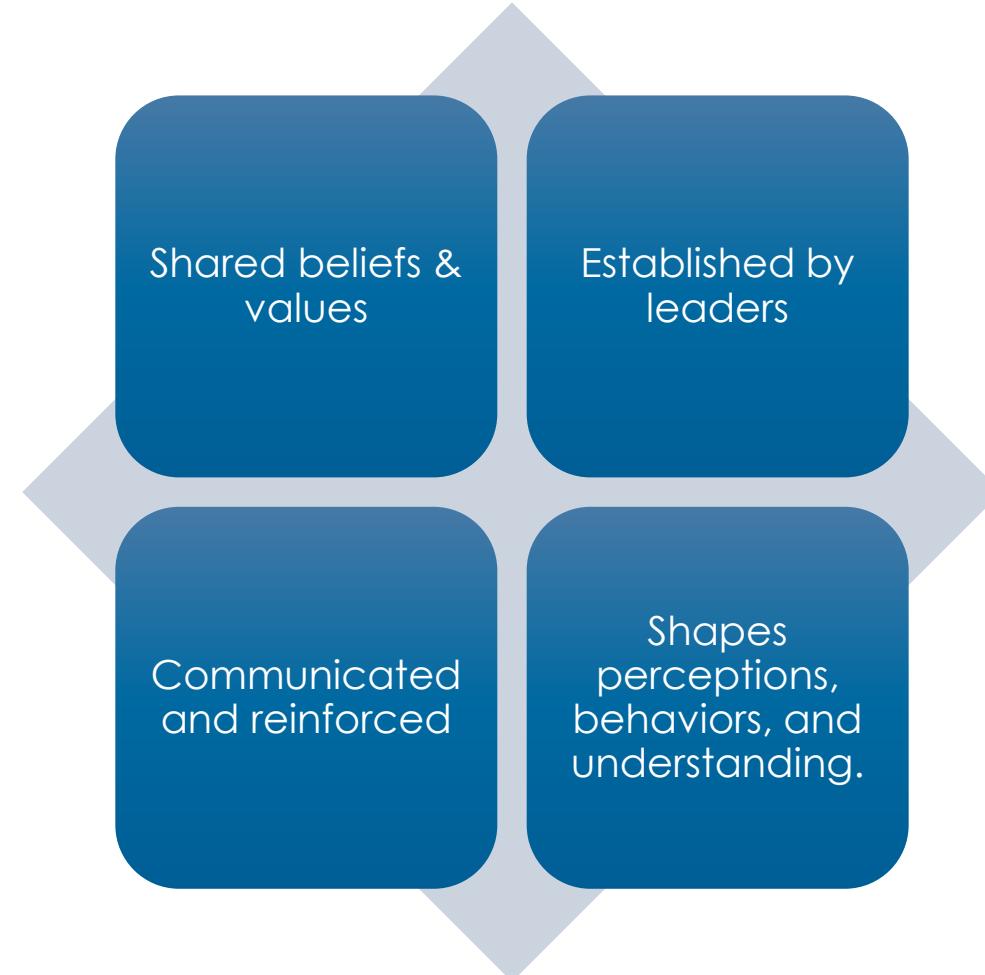


# EVOLUTION OF CELL-PHONE



\*Credit Chico Mobile

# What is culture? What does it do?



# But, no really, what is culture?



Establishes the rules of engagement after leadership leaves...it explains how things are done.

The organization's immune system.

Company and employee relationships.

It's the company potluck, what do we each bring and what do we each take?

# Culture Influences Everything

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- How we talk
- What we talk about
- How we act
- What we wear
- What time we arrive or leave
- How hard we work
- How we celebrate
- What we eat for lunch
- What our desks look like
- How we interact
- Who we do or do not talk to

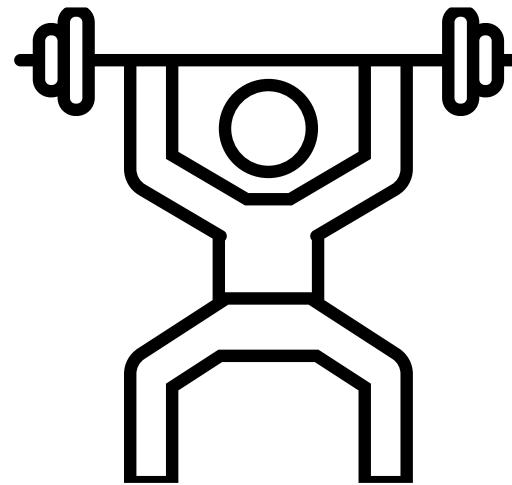


Our  
culture...

...our strength

How would you describe?

How would your team describe?





Where do we  
start?





What's the difference?  
Why does it matter?

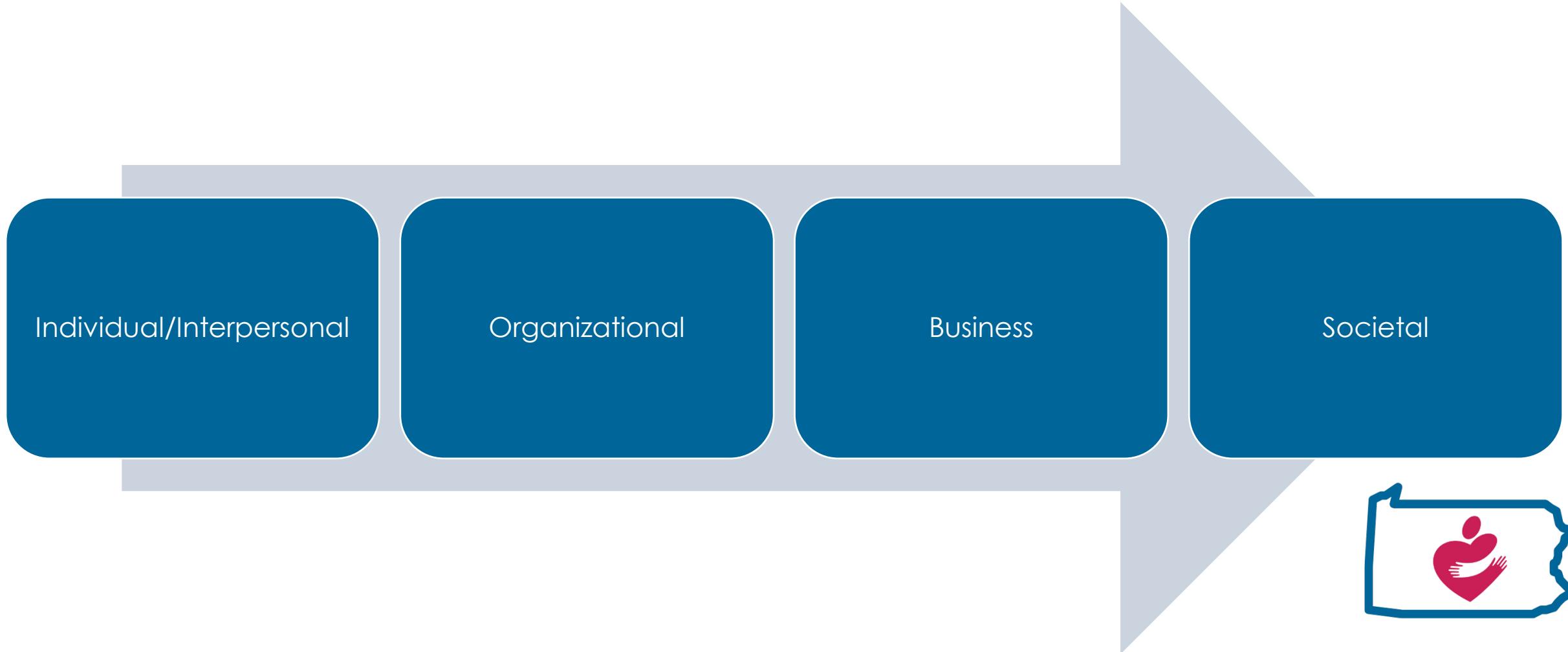


Program Mindset



Practice Mindset

# Four Impact Areas of DEI



# Opportunities



New Employee



Life in Transitions



Hiring & Performance Processes



Support Expectations



Practices to Match

A photograph of a person's hands typing on a laptop keyboard. The person is wearing a light blue shirt and a ring on their left hand. The laptop is open and resting on a stack of papers. In the background, there is a photo frame with several small photographs and a small potted plant.

# The New Job

We describe life in transitions...  
these deserve attention...

- Changing jobs
- Moving
- Buying a first home
- Serious home repair
- Marriage & civil partnership
- Getting separated or divorced
- Arrival of children
- Onset of illness or disability
- Death of a loved one
- Retiring



# Get Their Favorites



IF YOU DRINK COFFEE – FAVORITE COFFEE ORDER



IF YOU LIKE CANDY – FAVORITE CANDY



FAVORITE SNACK OR GO TO SNACK



FAVORITE RESTAURANT



GO TO FOR SHOPPING



FAVORITE HOBBY



LOCAL GO TO TAKE OUT



ANY OTHER FAVORITES YOU WANT TO SHARE



# Defining Values



When we are at our best, what do we look like?



What do we want our everyday interactions to be and how are they perceived?



When we think of those that represent rock star status – how do they show up?



What do we want our members/clients/patients/customers to feel?



How do we show up when we are at our worst? What are the behaviors to avoid?

# Performance Reviews Revisited



Section 1: **Job Performance** – based on job description



Section 2: **Embodiment of Core Values** – includes peer & self assessment



Section 3: **Major Goals** – beyond job expectations

***All weighted equally!***

# CAAP Values



## Excellence:

We are responsible for the cultivation, creation, and facilitation of exceptional resources and experiences that meet the needs of our member agencies.

## Relationships:

We are dedicated to seeking to understand and meet the needs of our members and colleagues, approaching each conversation with a spirit of humbleness and thoughtfulness, leaving all those we interact with a feeling of appreciation, transparency, and authenticity.

## Communication:

We are committed to dynamic, honest, authentic conversations and information sharing that offers value and celebrates those around us; all the while telling the story of Community Action.

# Excellence



WE HAVE INTEGRITY IN THAT WE DO WHAT WE SAY WE ARE GOING TO DO AND ADMIT WHEN WE DON'T HAVE CAPACITY.



WE ARE INNOVATIVE IN OUR INTERNAL PROCESSES AND PROCEDURES, REDUCING ADMINISTRATIVE BURDENS WHEREVER POSSIBLE.



WE SHOWCASE OUR TALENTS WHERE APPROPRIATE AND ASK OURSELVES, WHO IS THE EXPERT? AND PROUDLY STAND BY TO SUPPORT OUR TEAM.



WE RECOGNIZE OUR TALENTS AND RECOGNIZE THE GAPS IN OUR STRENGTHS.



WE RECOGNIZE AND GIVE GRACE IN AN ENVIRONMENT WHERE WE ARE GROWING, CROSS TRAINING, AND EVOLVING AS AN ORGANIZATION.



WE ARE HUMBLE IN OUR INTERACTIONS WITH OUR MEMBERS, UNDERSTANDING THAT OUR ROLE AT CAAP IS TO SUPPORT AND UPLIFT THOSE WE SERVE.

# Relationships



We ask questions to gain a deeper understanding.



We nourish and applaud strengths in all those around us, including our team.



We understand that everyone is busy and recognize everyone's work on the team is equally important.



We consider the layered needs of what each agency represents and ask questions to seek to understand.



We cultivate a workplace where employees feel empowered, excited, and motivated to do their best work and be their best selves.



We understand that after our perspectives and opinions are shared, we may not see our direct influence in a final product and remain supportive.



We understand that supporting our agencies is our number one priority and that the needs and interests of our agencies come first before anything else.

# Communication

-  We collect and tell local stories.
-  We are transparent about what we are working on.
-  We are dedicated to having emotional awareness and recognizing times where we need to sometimes walk away and have hard conversations when we are prepared.
-  We share when we are overwhelmed and do or do not have capacity.
-  We communicate in one voice to our members and stakeholders.
-  We communicate with our agencies with the utmost respect and reverence, understanding that we work for them, and they do not work for us.

# Set Management Minimum Behavior Expectations

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Monthly 1:1



Focused Attention

# Practices to Match



Diversify Practices



Consider Team

# Not Just Checking the boxes

- Application
- W-9
- Employee Handbook
- I-9
- New Hire Orientation
- Anti-Discrimination Policy
- Anti-Harassment Policy
- Disciplinary Policy





We are committed to...

...evolving from “We do not discriminate”  
to “We are taking actions to end disparities.”

# Reality

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We want balance

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We want fair

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We want to be challenged

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We want to be recognized



Feelings? At work?!



“Our approach...has always been about ‘showing not telling...In fact, we never once used the word inclusive in our messaging. Inclusive is how we were defined by the press and consumers.”

-Sandy Saputo, Fenty Beauty



Q&A



# Thank You

Need any more information?

Have questions?

Email us at

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Connect on LinkedIn:

<https://www.linkedin.com/in/becksmoore/>

