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# CREATING A CULTURE OF SUCCESS

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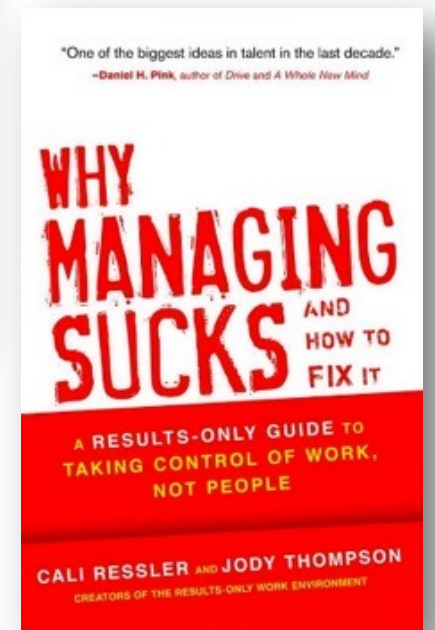
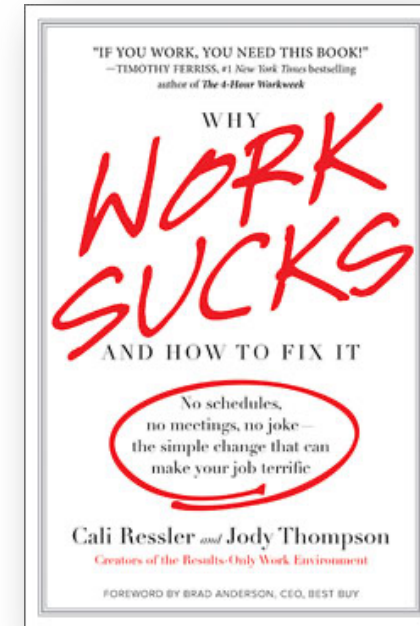
# Jody Thompson



CEO and founder of CultureRx. Creator of the **Results-Only Work Environment**. Also the author of two best selling books about workforce management.



[GOROWE.COM](http://GOROWE.COM)



JODY  
THOMPSON



G A P



BNY MELLON



GOROWE.COM

JODY THOMPSON

**ROWE**  
RESULTS-ONLY WORK ENVIRONMENT  
**ROWE**

Choice Translating  
Because meaning turns on a word.

Haws

Dynatronix

edmunds

Hennepin

GAP

FAIRVIEW

**SUCCESS**

GOEBEL  
Est. 1925

ASCO<sup>®</sup> AMERICAN SOCIETY OF CLINICAL ONCOLOGY

icuc•social  
creating common ground

BEAVERBROOKS

Prairie Lakes  
Area Education Agency



BNY MELLON

WATT GLOBAL MEDIA

CMHC SCHL

THE GARABEDIAN GROUP  
ACCOUNTANTS. CONSULTANTS. ADVISORS.

MOJO MEDIA LABS

diaz + cooper  
advertising

POLEN | CAPITAL

ATB Financial

SPHINX  
Aaron P. Dworkin • Founder

mabel's labels

jlb



INSURANCE



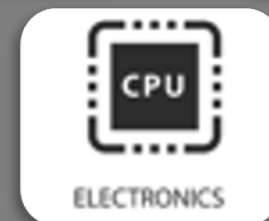
CHARITY



BANKING



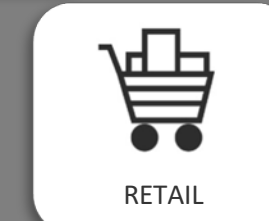
COMMUNICATION



ELECTRONICS

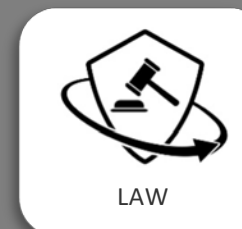


MANUFACTURING



RETAIL

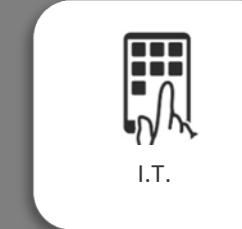
**Market tested and established with multiple roles and a variety of industries**



LAW



GOVERNMENT



I.T.



EDUCATION



HEALTHCARE



SOCIAL MEDIA



MARKETING

CULTURE

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# ROWE RESULTS-ONLY WORK ENVIRONMENT ROWE



HARVARD | BUSINESS | SCHOOL

9-419-068  
MAY 23, 2019

BORIS GROYSBERG  
SARAH L. ABBOTT

## Canada Mortgage and Housing Corporation: “One CMHC” and Version 3.0

*The world as we have created it is a process of our thinking. It cannot be changed without changing our thinking.*

— Albert Einstein<sup>1</sup>

In 2014 Evan Siddall was appointed CEO of the Canada Mortgage Housing Corporation (CMHC) and launched a major restructuring of the organization. Despite the sweeping changes made at CMHC in 2014, Siddall believed that there remained work to do with respect to optimizing the organization. He stated, “I think we took a submarine and tried to make it into a nuclear submarine. And now we need to make the thing fly.”<sup>2</sup> In 2018 Derek Ballantyne, the chair of CMHC’s board of directors, announced that Siddall would continue as CEO through the end of 2020. CMHC had recently been tasked with implementation of the Canadian government’s National Housing Strategy (NHS), a major investment in Canada’s housing system. And, the organization’s technology function, long a strategic weakness, had been outsourced (a series of changes that Siddall referred to as “CMHC Version 2.0.”)

In 2019 Siddall spearheaded another round of organizational changes, dubbed CMHC Version 3.0. CMHC adopted an ambitious vision supported by a new five year plan. In connection with this new plan, CMHC had undergone an extensive reorganization—with the new structure unveiled in April, 2019. CMHC had also embarked on a Future of Work initiative, including the implementation of a Results Only Work Environment (ROWE) and a redesign of its Ottawa headquarters. And, the organization was implementing a series of changes to its people practices. Siddall believed that this round of changes was in many ways more ambitious than the previous changes. But he believed that they were necessary in order for CMHC to meet its “audacious aspiration”:<sup>3</sup> “By 2030, everyone in Canada has a home that they can afford and meets their needs.”<sup>4</sup>

### CMHC Version 1.0

CMHC was established in 1946 to assist veterans returning from World War II in finding housing. In the years that followed, the organization had transformed into a major player in the Canadian

Professor Boris Groysberg and Research Associate Sarah L. Abbott prepared this case. This case is part of the YPO/OPM research project. It was reviewed and approved before publication by a company designate. Funding for the development of this case was provided by Harvard Business School and not by the company. Professor Groysberg was engaged in a consulting project for the company depicted in the case. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

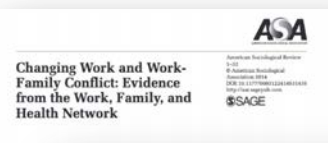
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## National Institutes of Health

UNIVERSITY OF MINNESOTA



### Does Enhancing Work-Time Control and Flexibility Reduce Turnover? A Naturally Occurring Experiment

Phyllis Moen, University of Minnesota  
Erin L. Kelly, University of Minnesota  
Rachel Hill, University of Minnesota



### Rethinking the Clockwork of Work: Why Schedule Control May Pay Off at Work and at Home

7  
Getting There from Here:  
Research on the Effects of Work-Family Initiatives on Work-Family Conflict and Business Outcomes

ERIN L. KELLY\*  
University of Minnesota  
ELLEN ERNST KOSSEK  
Michigan State University



RACHELLE HUBA, University of Minnesota  
ERIC TRIMBLE, University of Delaware\*  
ERIN KELLY AND PHYLLIS MOEN, University of Minnesota\*

Relieving the Time Squeeze? Effects of a White-Collar Workplace Change on Parents



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**National Institutes  
of Health**



***The results were definitive,***” say Moen and Kelly: “employees who participated in the organizational initiative said they felt **more control** over their schedules, **support from their bosses**, and were **more likely to say they had enough time to spend with their families**. Moreover, these employees reported **greater job satisfaction** and were **less burned out** and **less stressed**. They also reported decreases in psychological distress, which captures depressive symptoms that do not amount to clinical depression.



**MIT Sloan School of  
Management Press Release**



**JODY THOMPSON**

# ROWE

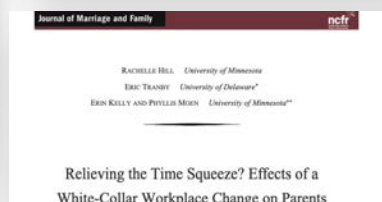
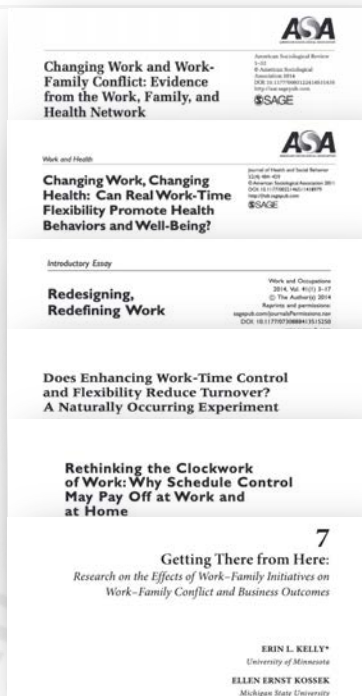
## RESULTS-ONLY WORK ENVIRONMENT



UNIVERSITY OF MINNESOTA

National Institutes  
of Health

Valuing results rather than face time changed the cultural definition of a successful worker by challenging the notion that long hours and constant availability signal commitment (Kelly et al., 2010). **ROWE increased employees' control over their work schedule and improved work-life fit** (Kelly, Moen, & Tranby, 2011). ROWE brought **health benefits** as well, **positively affecting employees' sleep duration, energy levels, self-reported health, and exercise, while decreasing tobacco and alcohol use** (Moen, Kelly, & Lam, 2013; Moen, Kelly, Tranby, & Huang, 2011).



American Sociological Review

CULTURE

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4 – Day Workweek

Flexibility

Work from  
Home

Hybrid

Satellite Office



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Flexibility

4 – Day Workweek

Hybrid

Work from Home

Satellite Office



# Learning Objectives

1. Begin your journey into a contemporary work environment by adopting a new mindset to:

**MANAGE WORK, NOT PEOPLE**

2. Two core action steps to apply today, tomorrow, and everyday, to achieve an optimized workforce no matter what the climate

# Anecdote

- Direct care nursing facilities
- Boston area
- Traditional beliefs are powerful drivers away from what matters most



# Anecdote

- Direct care nursing facility
- Boston area
- Traditional are powerful drivers that matters





# Anecdote



# Anecdote



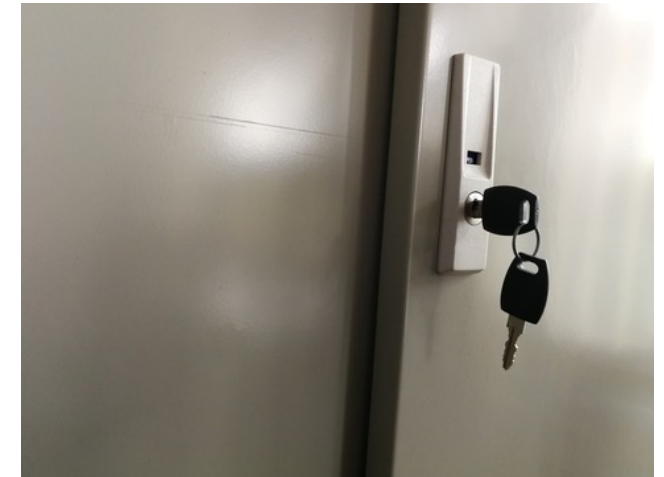
# Anecdote

“The supply levels would get all out of whack.”

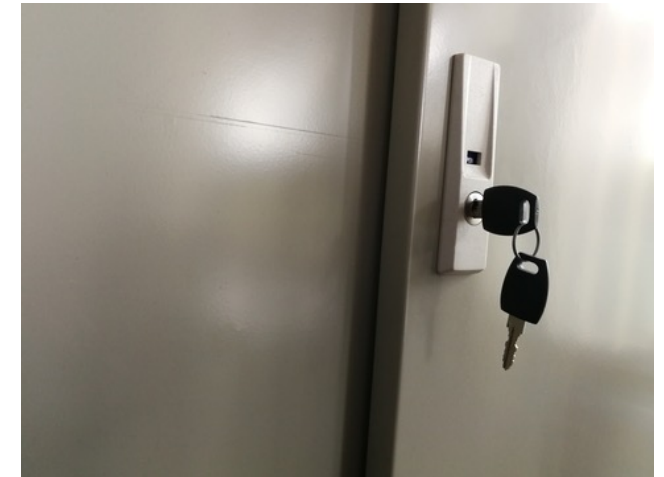


“Somebody would probably steal...”

“Not on my watch. I’m not going down for this. I’ll just keep it locked at night.”



# Anecdote



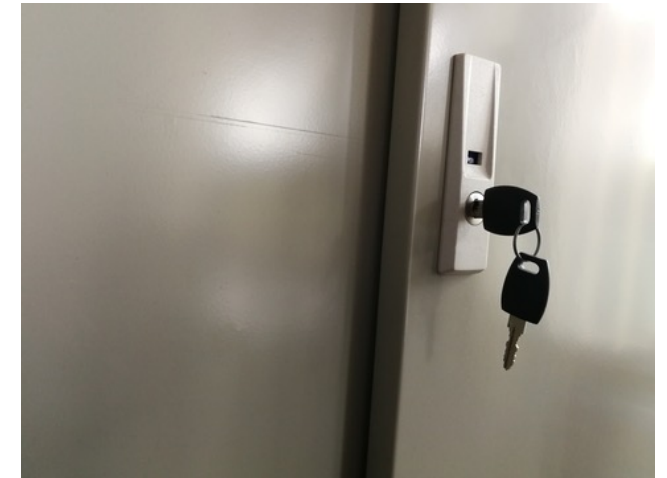


# Anecdote



“The supply levels would get all out of whack.”

“Somebody would probably steal...”

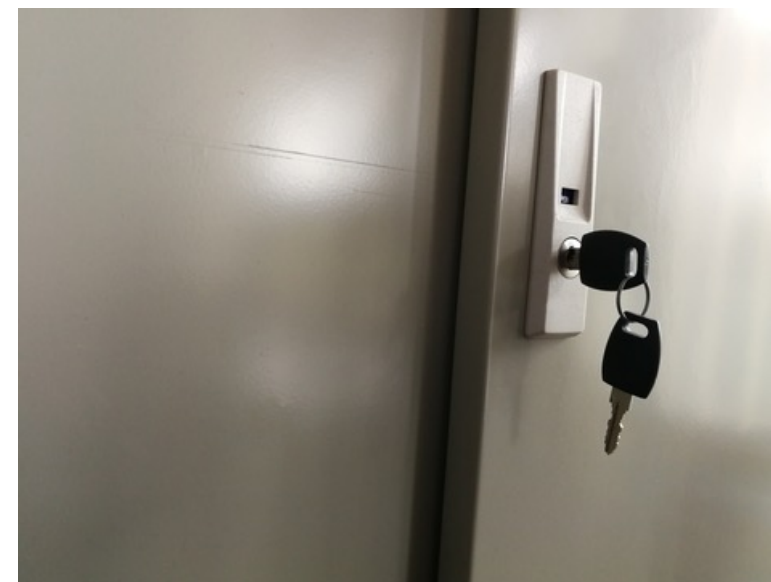


“Not on my watch. I’m not going down for this. I’ll just keep it locked at night.”

# Anecdote



# Anecdote



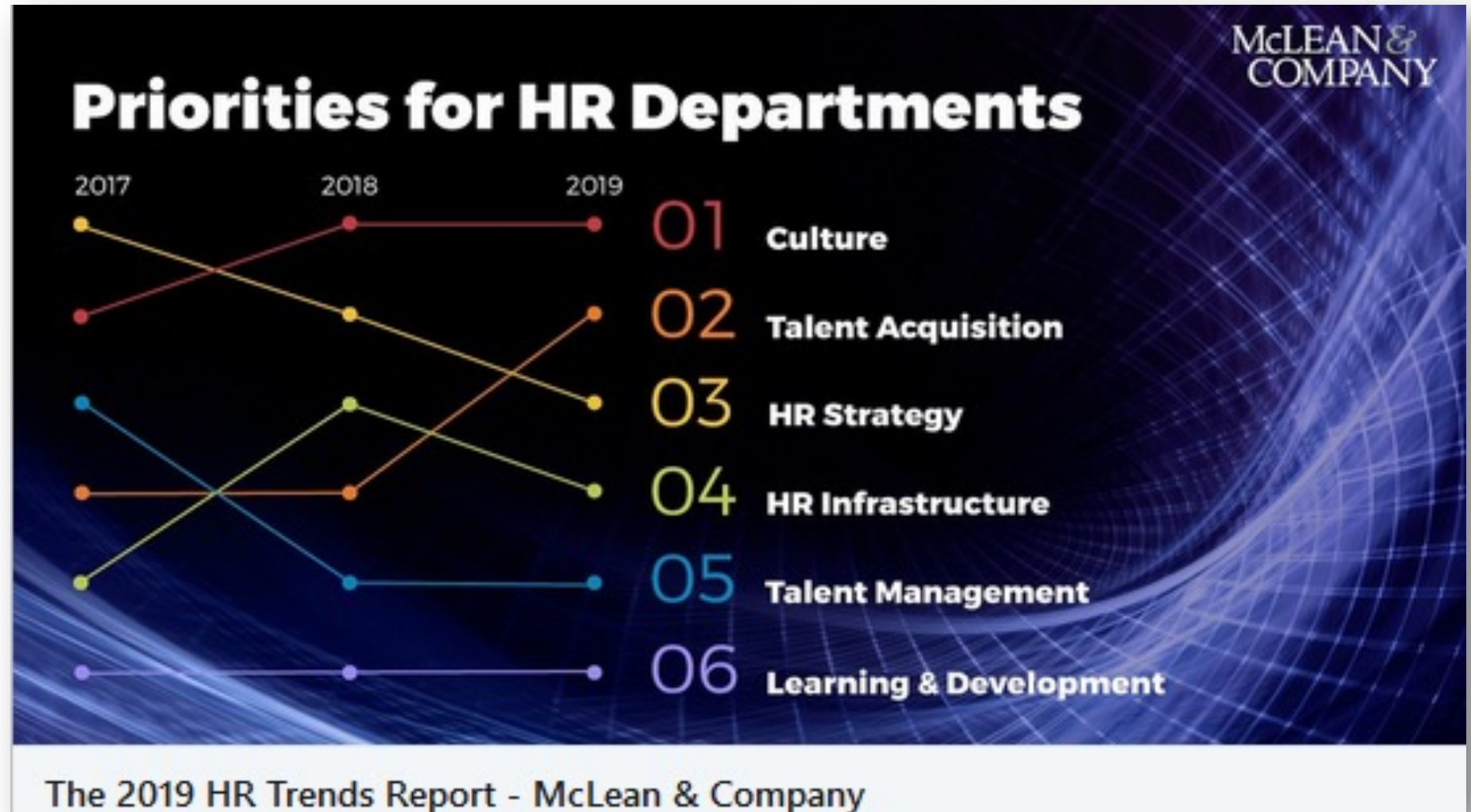


*HOW?*

**ROWE**  
RESULTS-ONLY WORK ENVIRONMENT

Forward!

Values Relationships  
Customer







Work  
School  
Shopping  
Entertainment  
Entitlements



“Three in five U.S. workers who have been doing their jobs from home during the coronavirus pandemic would prefer to continue to work remotely as much as possible, once public health restrictions are lifted. In contrast, 41% would prefer to return to their workplace or office to work, as they did before the crisis.”

# Where work happens!

the office

at home

the coffee shop

on the couch

at the beach

in a home office

and more

“Three in five U.S. workers who have been doing their jobs from home during the coronavirus pandemic would prefer to continue to work remotely as much as possible, once public health restrictions are lifted. In contrast, 41% would prefer to return to their workplace or office to work, as they did before the crisis.”



## Location Specific:

healthcare

retail

server

bus driver

and more



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# ► My Challenge

Mental health

Productivity

Teaming

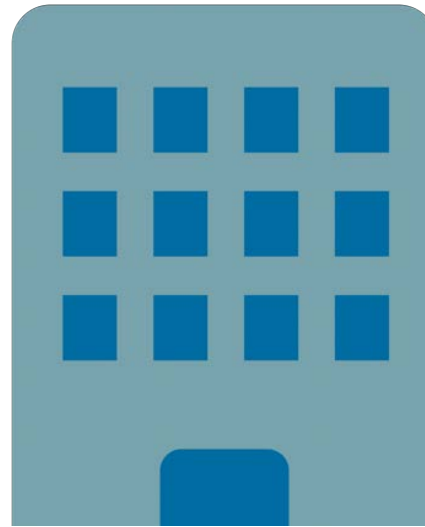
Collaboration

Relationships





# Traditional Mindset



or



**TIME**

**PRESENCE**

# Traditional Workplace



# Presenteeism



**Presenteeism** accounts for 80% of lost productivity in the workplace\*.

American workers are usually a pretty busy bunch, yet their time spent idle costs employers an estimated **\$100 billion per year**, according to a new study from Harvard Business School.

\*American Productivity Audit



# Traditional Workplace



Manager





# Traditional Workplace

## Flavor-of-the-Month



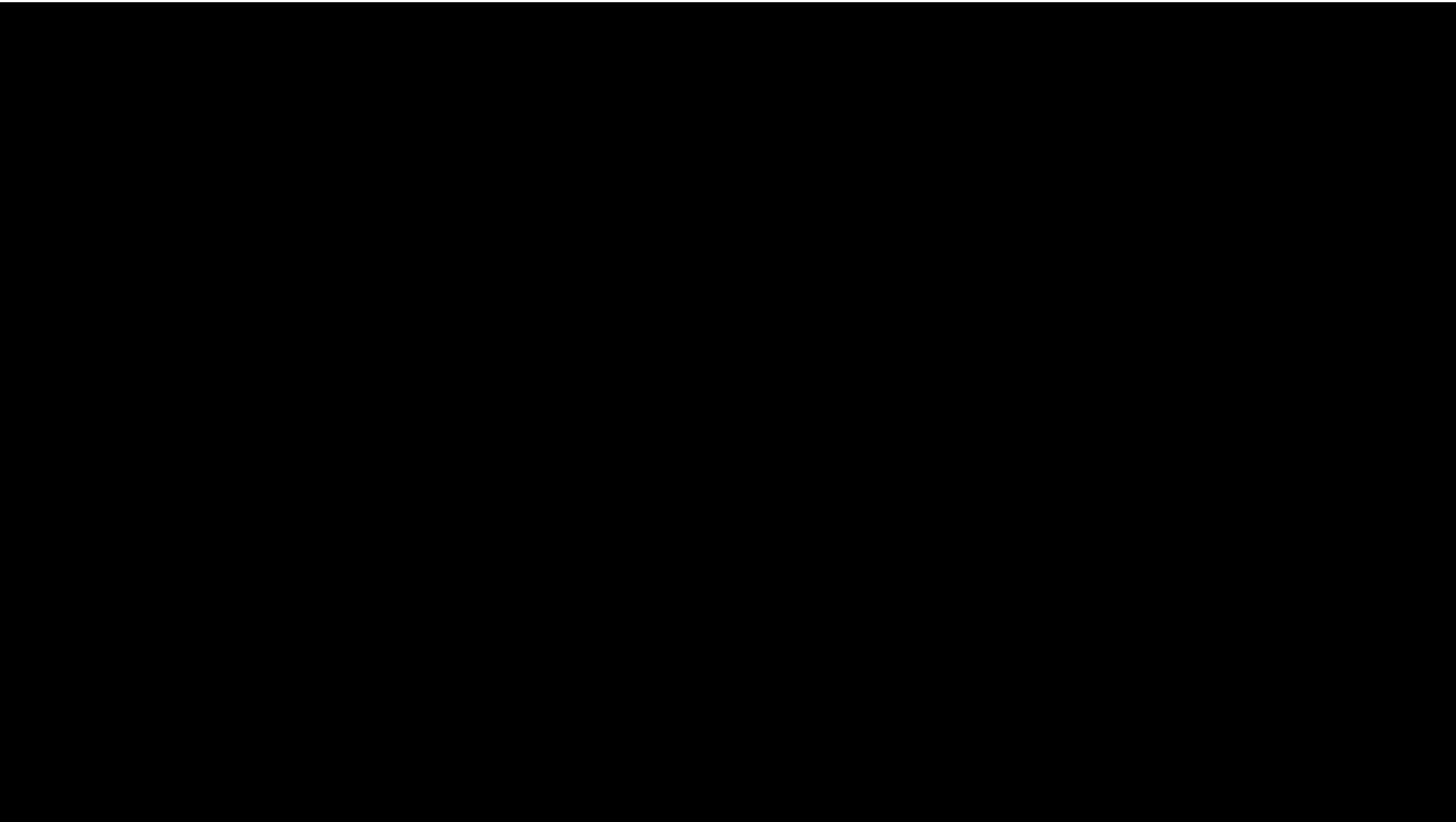
Leadership



Management



Employees











**Today, studies show that these open work spaces have the opposite effect they were meant to, and actually reduce productivity and lower employee morale.**

-Harvard Business Review, Sept. 2019







# Brave new world?

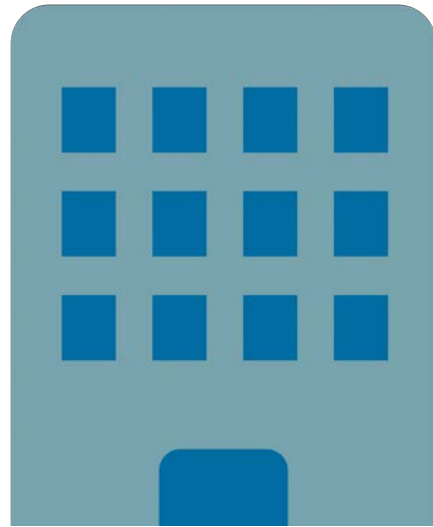


**PERMISSION**



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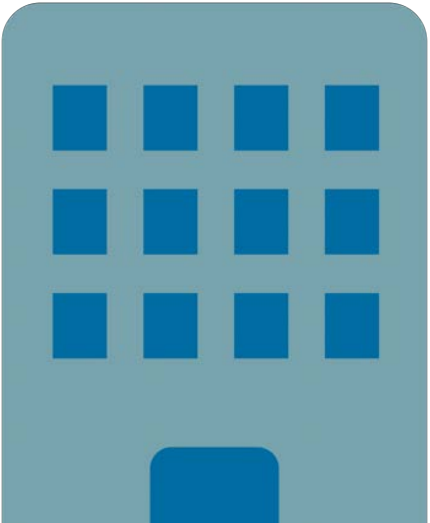


**COLLABORATION DAYS...**



**OTHER DAYS???**



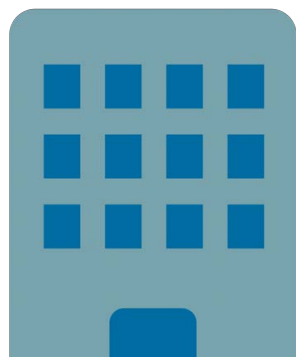


**COLLABORATION DAYS...**

**OTHER DAYS???**



# Manage People



# Location



**COLLABORATION DAYS...**



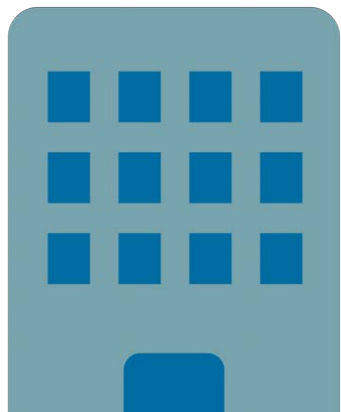
**OTHER DAYS???**



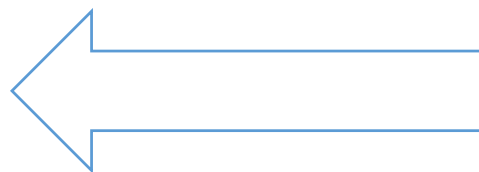
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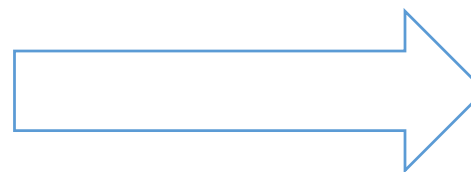
# Location



**COLLABORATION DAYS...**



**Manage**



**People**



**OTHER DAYS???**

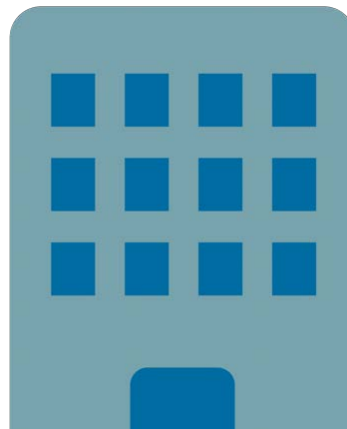




# Location

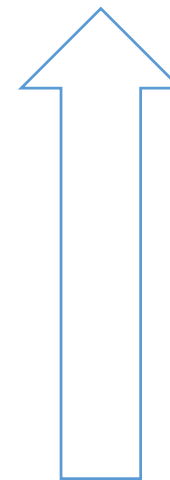
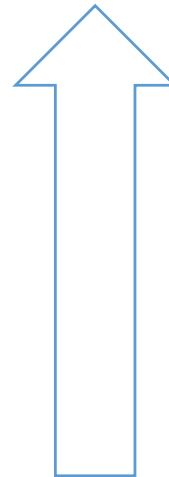


**Manage People**



**WORK = A PLACE**

**I GO...**



**RATHER THAN SOMETHING I DO!**

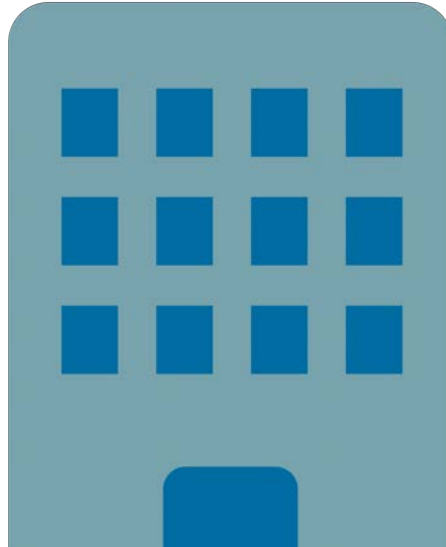
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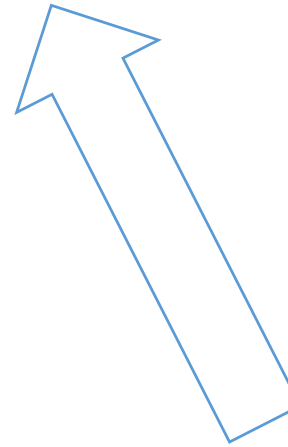
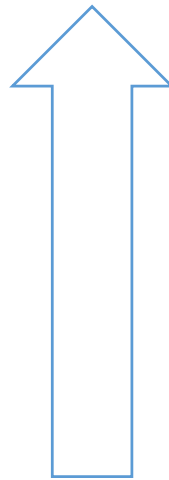
# Location



**Manage People**



**WORK = A PLACE  
I GO...**



**RATHER THAN SOMETHING I DO!**

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**MANAGE WORK, NOT PEOPLE**



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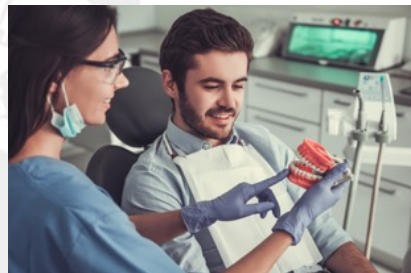


# The Conundrum

# DEMANDS/CONTROL

# The Conundrum

## NEEDS



DEMANDS/CONTROL

## Wants



CULTURE

GOROWE.COM

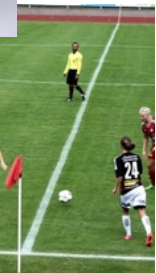
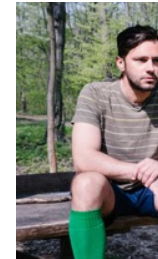
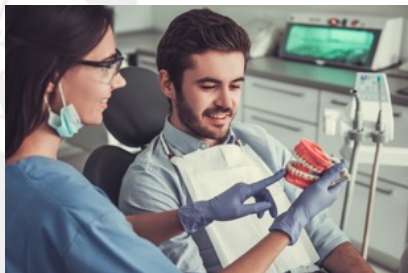
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# The Conundrum

## NEEDS

DEMANDS/CONTROL



STRESS

CULTURE

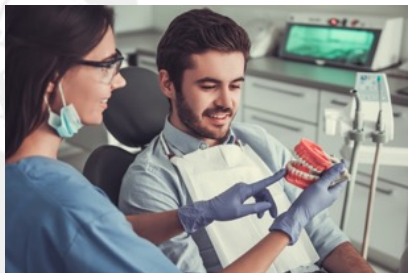
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# The Conundrum

## NEEDS



DEMANDS/CONTROL



# STRESS

CULTURE

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# The Conundrum

## NEEDS & Wants





# The Conundrum

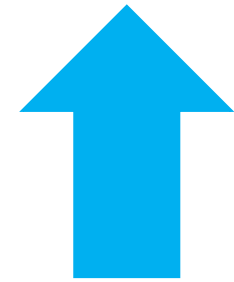
NEEDS

&

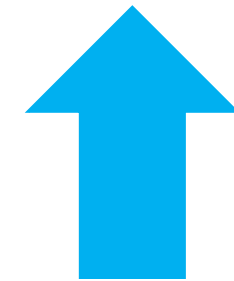
Wants



DEMANDS/CONTROL



Schedule Control





# The Conundrum



Teleworker

Distributed  
worker

4-day flex worker

Office worker

Remote  
worker

Work From  
Home

# The Conundrum



# Work From Home

# The Problem with Flexibility (“solution”)



1. I have to ask permission
2. It's not flexible - all life on Friday
3. The conversation isn't about the *work*



# The Problem with Flexibility (“solution”)



1. Some people get it and some don't

2. It's not *fair*

3. People feel frustrated, pissed off and distracted

4. Entitlement culture, not opportunistic



1. Permission
2. All life on Friday
3. NOT about *work*

# Culture of Entitlement



# HR

**Trusted business partner  
and strategic advisor**



# The Problem with Flexibility (“solution”)



1. Forced to choose: Career? Life?
2. Stressed out; choices not good
3. Fear of future regrets



1. Permission
2. All life on Friday
3. NOT about *work*



1. Some people get it and some don't
2. It's not *fair*
3. People feel frustrated, pissed off and distracted
4. Entitlement culture, not opportunistic



# The Focus



## IN FOCUS

- Time off
- What I'm *entitled* to
- What's fair

## OUT OF FOCUS

- THE WORK
- What I'm *actually* getting paid for
- Client/Customer satisfaction

# The Flexibility Fail...

Traditional Environment (**without** flexibility):

***Manager controls employee's time and place -***

“Work starts around 8:00 a.m. and ends around 4:30 p.m. I'll show you to your workstation.”



Traditional Environment (**with** flexibility):

***Manager controls employee's time and place***

- “Work starts and ends based on our agreed upon schedule (40 hours/wk), which includes where you'll be working from each day so that myself and the team know where you are.”



# The Flexibility Fail...

Traditional Environment (**without** flexibility):

***Manager controls employee's time and place -***

"Work starts around 8:00 a.m. and ends around 4:30 p.m. I'll show you to your workstation."

## Manage



Traditional Environment (**with** flexibility):

***Manager controls employee's time and place***

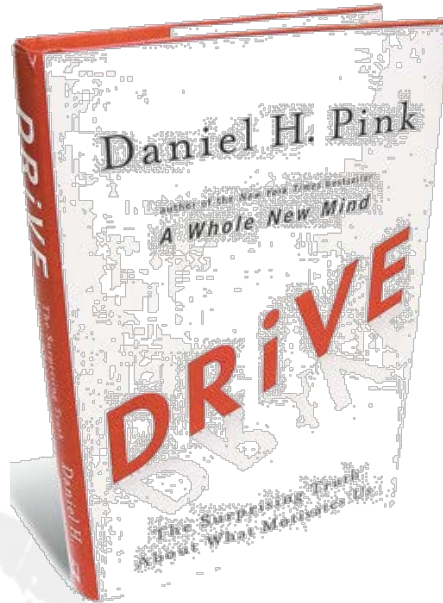
- "Work starts and ends based on our agreed upon schedule (40 hours/wk), which includes where you'll be working from each day so that myself and the team know where you are."

## People





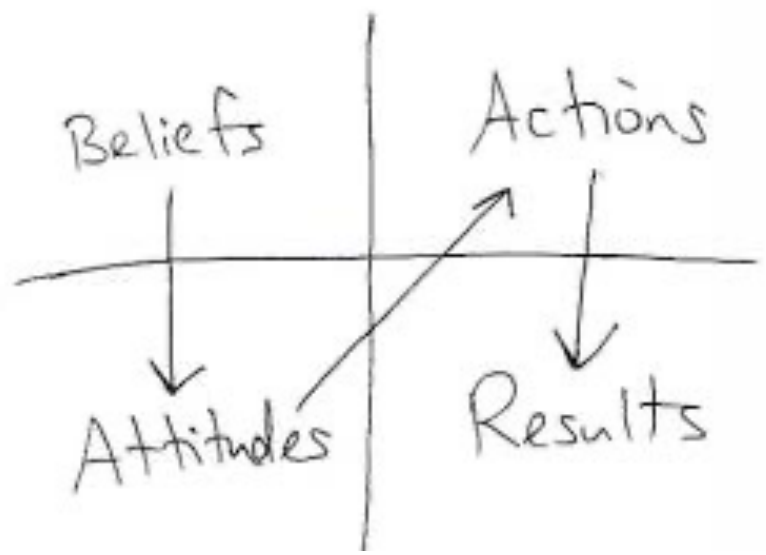
# What (really) motivates people



*Control leads to compliance; **autonomy leads to engagement.** Human beings have an innate inner drive to be **autonomous**, self-determined and **connected to one another**. And when that drive is liberated, **people achieve more** and live richer lives.*

**Drive: The Surprising Truth About What Motivates Us**  
--Daniel H. Pink

# The Old Leadership Model

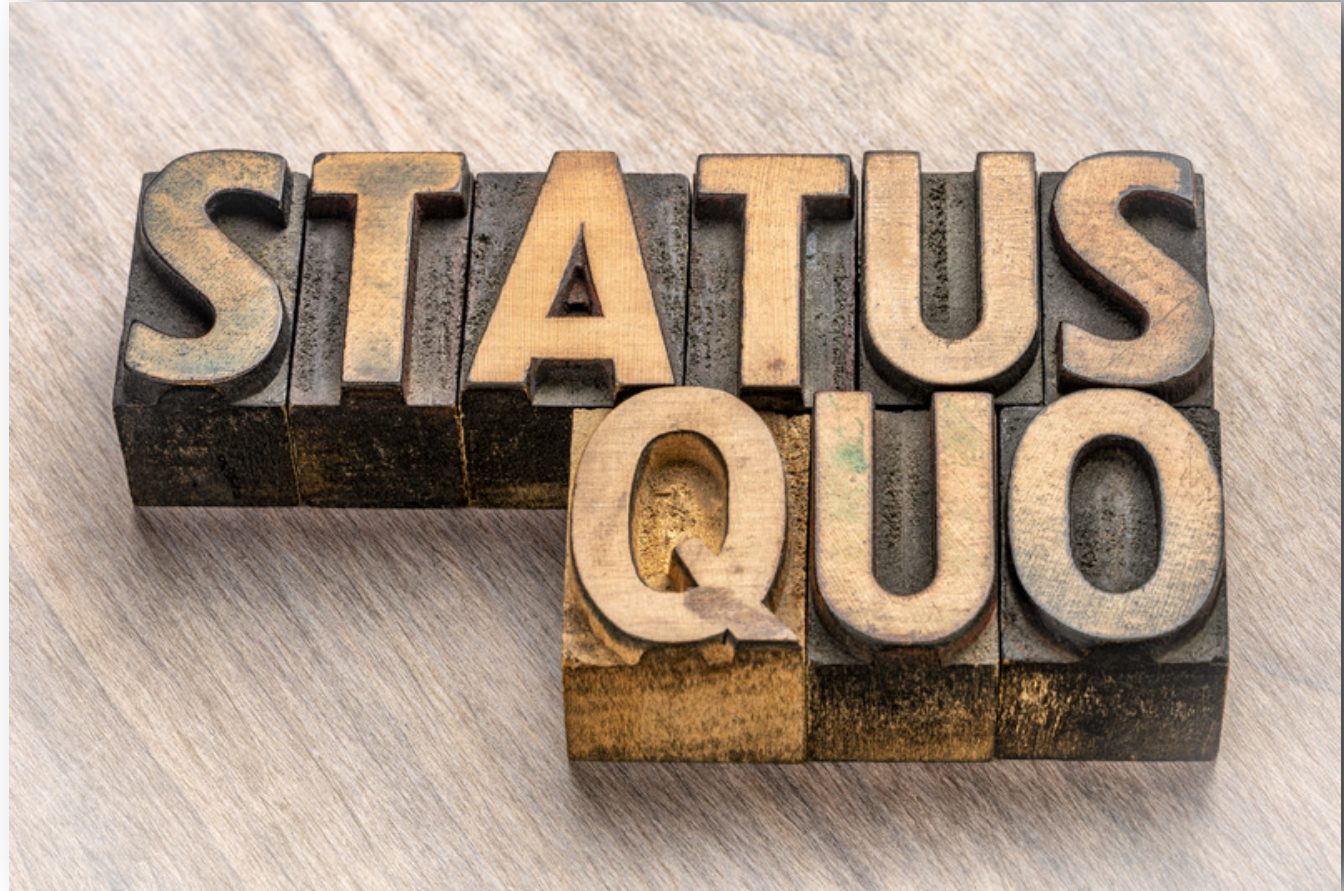


Managing people's time/schedules/work location reinforces the command/control management style of the 20<sup>th</sup> century.

The work culture is one of entitlement versus opportunity.

▶ Re-entry = Regression...

**Workplace**





# Re-entry = Reimagine



# Workforce

▶ Re-entry = Reimagine



# Real Change



# Accountability + Autonomy



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# Accountability

Responsible



Answerable



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Self-Directed  
Independent



# Autonomy



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## Accountable

Responsible  
Answerable



~~Micromanager~~

## Autonomy

Self-Directed  
Independent



~~Policy Policy Policy  
Policy Policy Policy  
Policy Policy Policy~~





## Accountable

Responsible  
Answerable



## Autonomy

Self-Directed  
Independent



**MANAGE WORK, NOT PEOPLE**



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# Managing the un-question(s) and Un-statements(s)

Can I work from home  
tomorrow?

Can I leave early?

Can I come in late on  
Tuesday?

Can I take Friday off?

I have a Dentist  
appointment on Tuesday.

I'll be in at noon  
tomorrow.

I'll be working from home Thursday.

Can I work from home  
post Covid?



# Management Evolution



Permission Granting

(Subjective)

Performance Guiding

(Objective)



# Management Evolution



“I don’t know...  
Can you?”

Permission Granting  
(Subjective)

Performance Guiding  
(Objective)

# Anecdote



“You cannot do that.”



Permission Granting  
(Subjective)

# Leadership Model

## Culture of Success

Autonomy

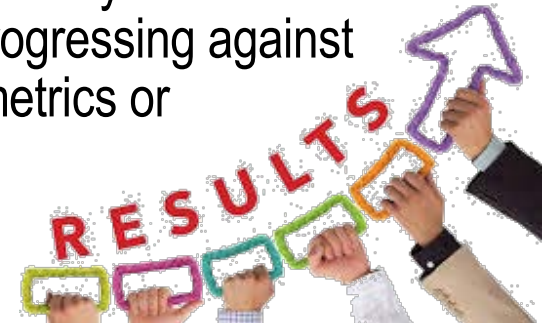
### MANAGING THE PEOPLE ( SUBJECTIVE )

- I'll need you to be in the office at least three days a week.
- There are times that to communicate and collaborate effectively we need to be face to face.
- All staff meetings need to be on-site.
- You need to get approval to change your shift.



### MANAGING THE WORK ( OBJECTIVE )

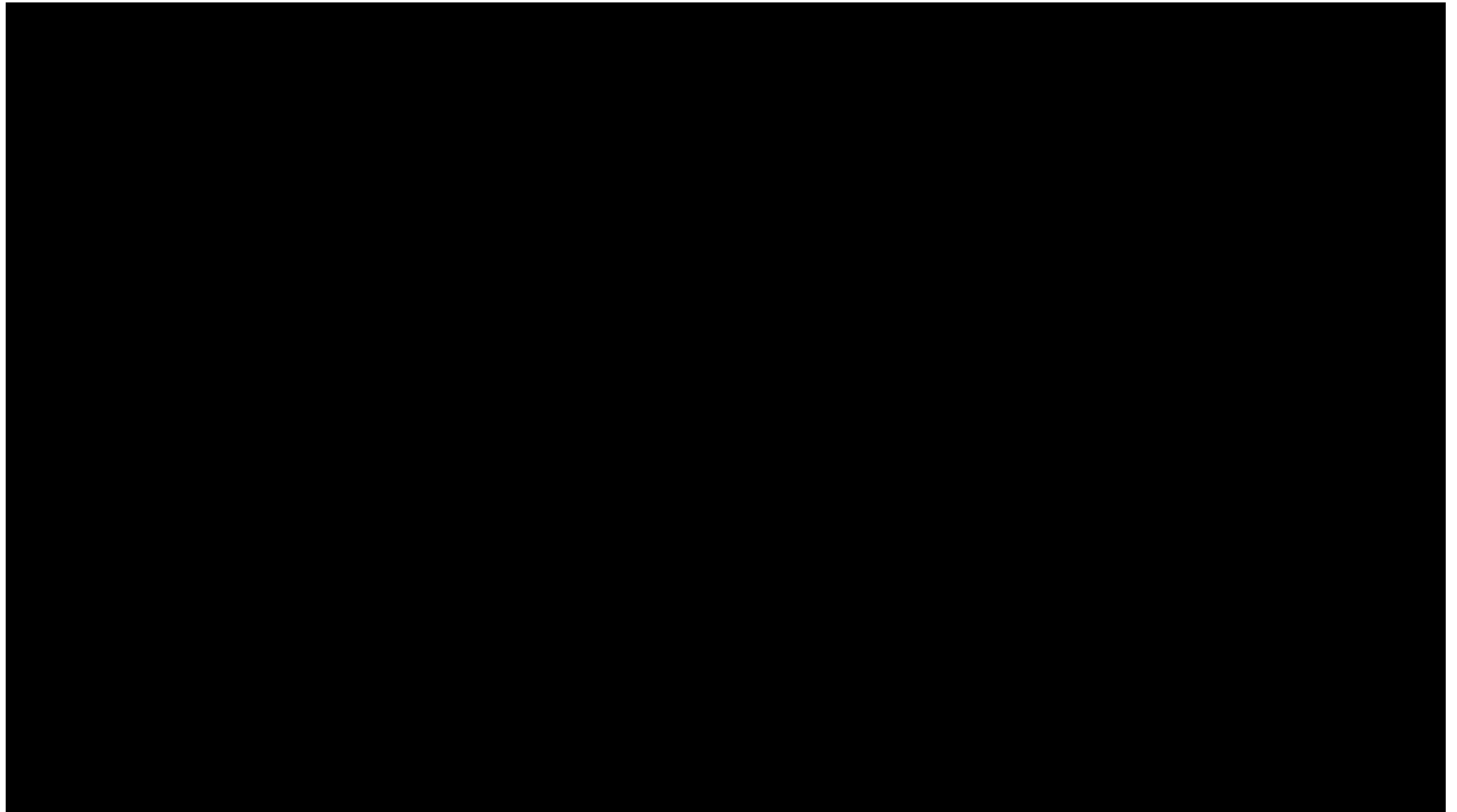
- The deadline for the deliverable is Tuesday at 2pm.
- Where do you need my help so that we can still hit the most critical success factors?
- What is the best way for me to see how your work is progressing against agreed upon metrics or deliverables?



Accountability



**SLUDGE** SM



**CULTURE** X

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# Clear Communication

Crystal Clear Communication: *What and When*

ASAP



# Clear Communication

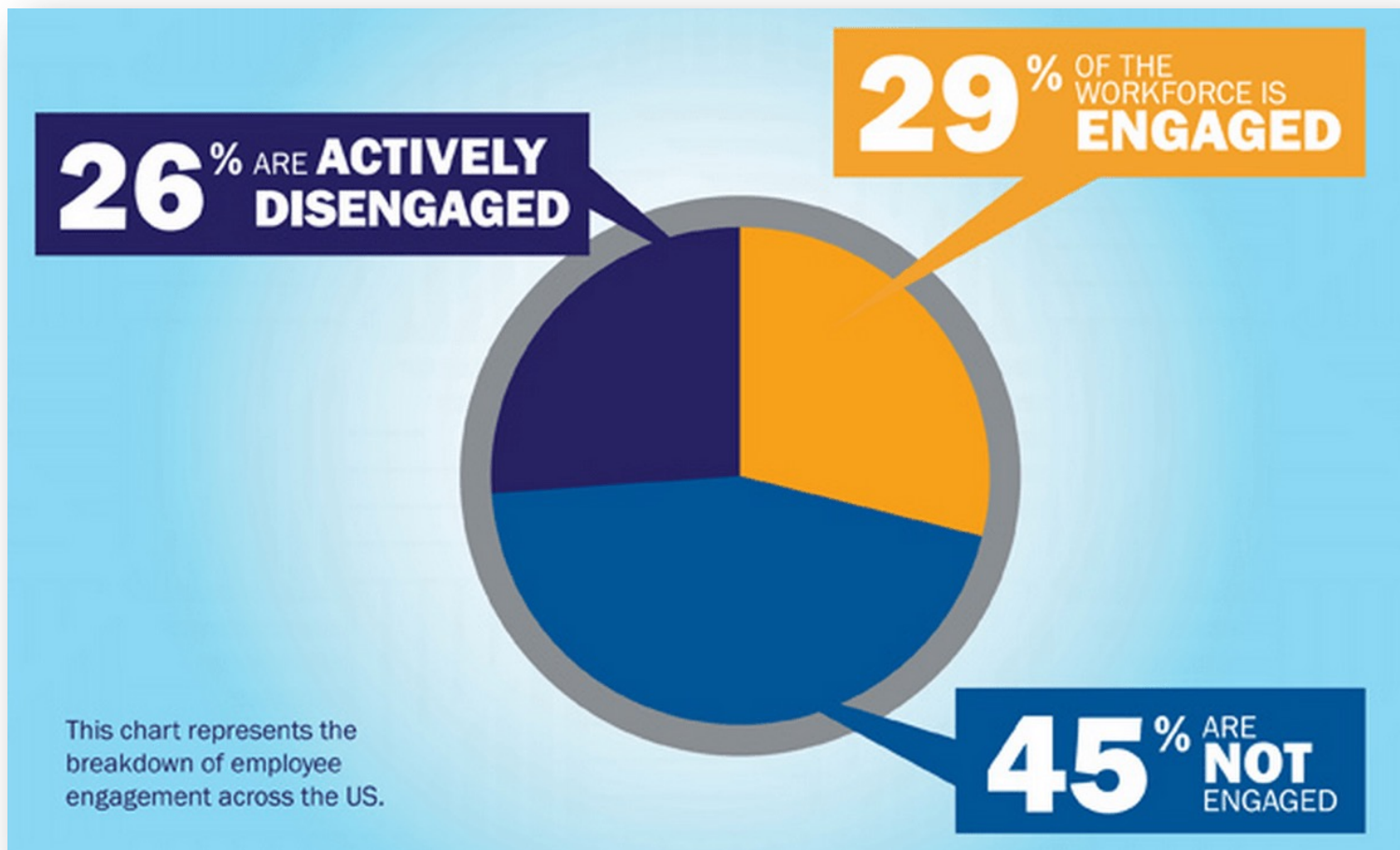
Crystal Clear Communication: *What and When*

**A**ll **S**top **A**nd **P**onder (technology)  
come on time

Is a focus on  
culture worth  
my time?







# U.S. Findings

## A Snapshot of Work in the U.S.

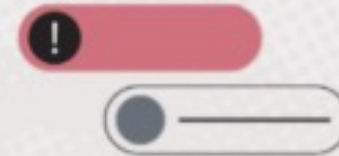
Compared to the global average, U.S. workers are:



Spending more time in unnecessary meetings and on duplicated work



More likely to experience burnout



Missing the most deadlines globally

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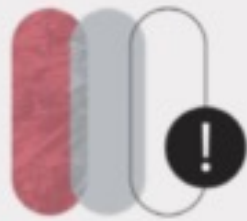
Missing the most deadlines globally



# U.S. Findings

## A Snapshot of Work in the

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“ Unfortunately, the burnout numbers we have been seeing have been steadily rising since May 2020 and are likely to have a massive negative impact on businesses. Our research suggests that unless organizations take a proactive approach, productivity is projected to decrease in 2021. The two main culprits are longer work days (exacerbated by a marked increase in meetings which leads to waiting until the evening and weekends to get important work done) and little separation between work and home. There are strategies and systemic solutions to address these culprits. For a full recovery, leaders need to be proactive and data-driven about assessing if they have a burnout problem, addressing the root causes contributing to it, and improving how work gets done.

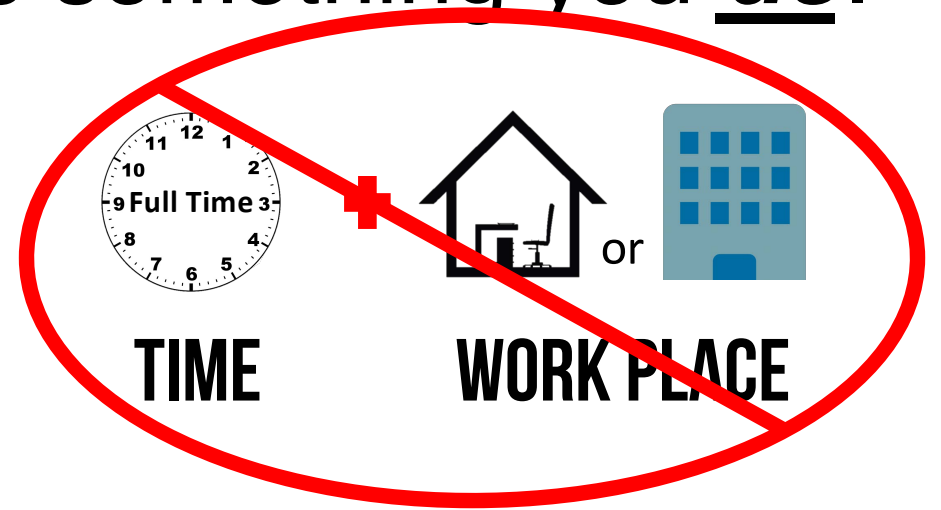
— DR SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY



# Core Action Steps Today and Tomorrow

1. Work isn't a place you *go*, it's something you do.

**MANAGE WORK,**  
**NOT PEOPLE**



2. Crystal Clear Communication: *What* and *When*



# Q & A

*"Since adopting [ROWE], people still come into the office. The difference lies in the fact that when they're here, they're actually working. They adapt to customer needs in a way that makes more sense. And even better, they now are crystal clear about the outcome of their work. We've blown away the permission-based, paternalistic culture and replaced it with a results-focused culture that has created new opportunities for people be successful."*

Jody.Thompson@gorowe.com

Stacey.Swanson@ChildrensMN.org

President, HealthCare Foundation



JODY  
THOMPSON