

A large group of approximately 30 people, including men and women of various ages, are posing for a group photo. They are arranged in several rows, with some sitting on the ground in the front and others standing behind them. The background is a vibrant wall covered in a geometric pattern of interlocking triangles in shades of red, yellow, green, and blue. The overall atmosphere is positive and community-oriented. Some individuals are wearing casual clothing like t-shirts, while others are in business-casual attire. A few people are holding bags or items, and one person in the front row is wearing a shirt that says "Fuel Yourself Here".

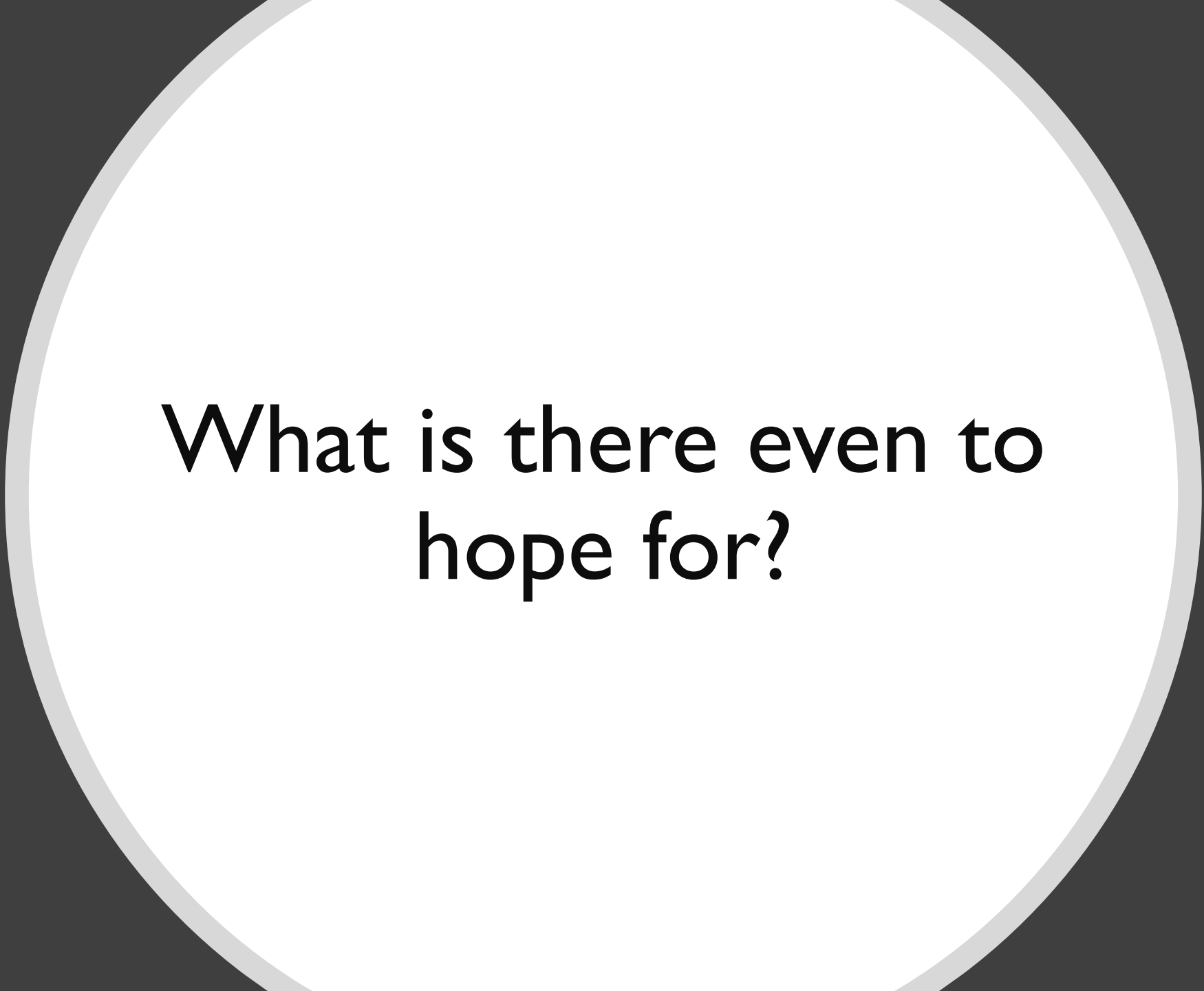
Creating Hope- Fueled Impact



Hi!

I'm Rebecca.

- Nearly 2 decades in org. dev.
- Even longer practicing human
- Recovered banker
- Proud Oakes native + boomerang
- Founder and Executive Director of Growing Small Towns
- Core belief: "When people get better, everything gets better."



What is there even to
hope for?





**NOW
HIRING**



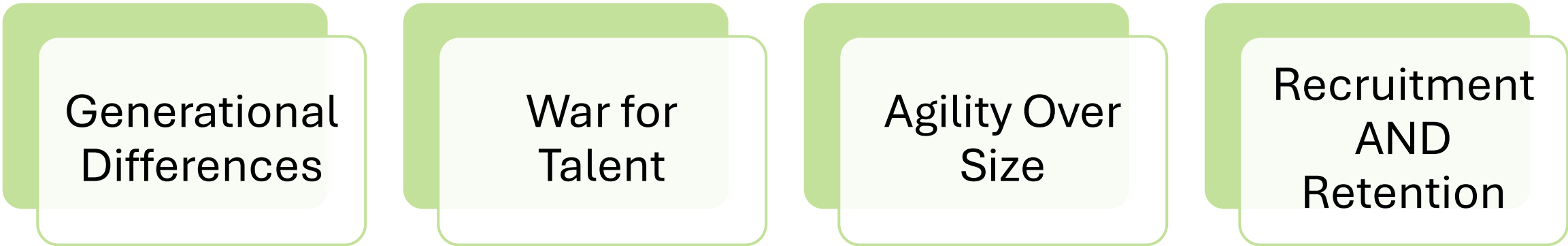
“Our people are our
greatest asset.”

- Basically, every bank, ever.

What is Culture?

- How we do things around here
- Unspoken rules
- Tribal knowledge
- You DO have one
- Acts like a magnet

Why Should We Care?



Generational
Differences

War for
Talent

Agility Over
Size

Recruitment
AND
Retention

5 Generations

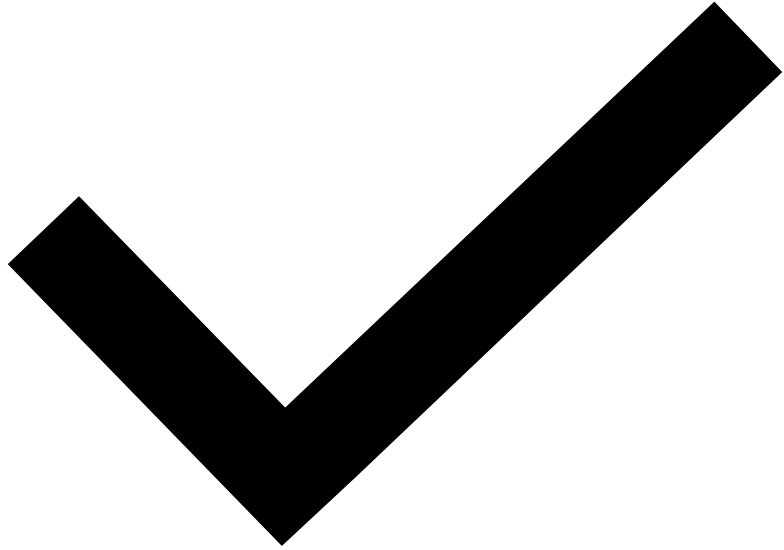
	Traditionalists	Baby Boomers	Generation X	Millennials	Generation Z
Birth Dates	1928-1945	1946-1964	1965-1980	1981-1996	1997-2012
Youngest today	80	61	45	29	13

	Traditionalist	Baby Boomers	Generation X	Millennials	Generation Z
Adult	16	18	21	30	30+
Time	Company owns it	Company owns it	Mine, will rent	Let’s trade	Let’s trade
Loyalty	Company	Company	Leader	Team	Own growth
Career goals	Legacy	Stellar career	Portable career	Parallel careers	Personalized career
Feedback	No news is good news.	Yearly; in writing.	Will ask, “How am I doing?”	On demand.	Constant.
Training	Learn the hard way.	Risky.	The more, the better.	Continuous learning.	Real-time.
Rewards	Job well done.	Money, title, corner office.	Freedom	Meaningful work.	Purpose, then \$\$.
Titles	Respected.	Impressive.	Empty.	Irrelevant.	Constraining.

By 2030, Millennial and
Gen Z. workers will
comprise 75% of the
global workforce.

How do we
create a culture
that engages this
newest
generation of
leaders?





Culture Health-Check

- ☐ Rooted in Clearly Defined Values
- ☐ Development-Focused
- ☐ Coaching Centric
- ☐ Engaged in the Community
- ☐ Led with Integrity

#1. Rooted
in Clearly
Defined
Values—
Without
Strong
Values...

No standards for behavior

Behavioral challenges feel
personal

Harder for the right people to
opt-in and choose you

Less likely for young
generations to join you

#2. Development-Focused



Creative Development



Individualized Attention



Employee Goals

Ways to Develop Without Promotions

- Set meaningful goals
- Lateral learning
- Skill growth
 - Delegation
 - Connect to mentors
 - Buy a book
 - Send to training/conference
- Passion projects
- Problem-solving

3. Coaching-Centric



Do you embrace mistakes?



Do you provide feedback in real-time?

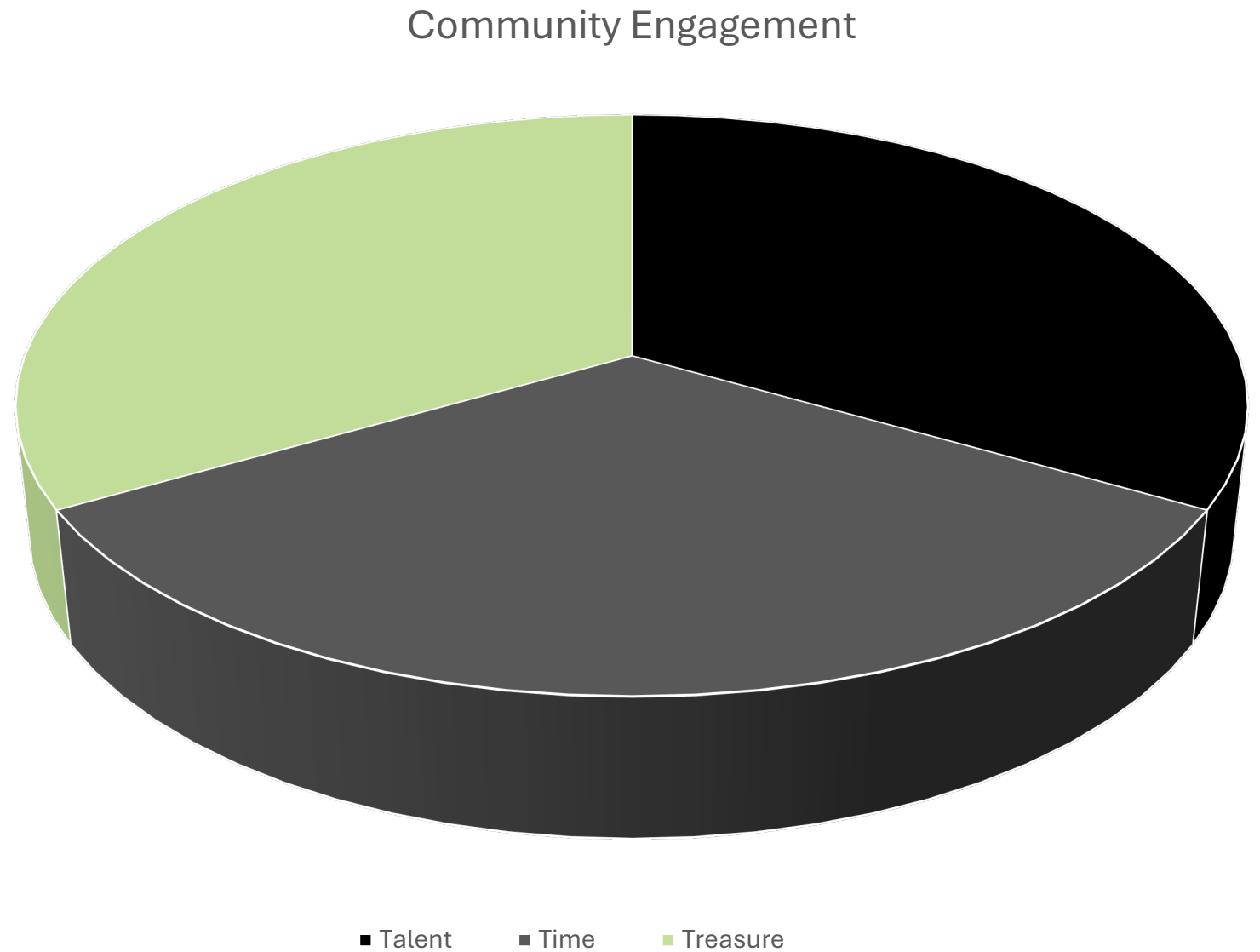


Do you empower your leaders to coach in the moment?



Do your employees coach one another?

#4. Engaged in the Community



The Role of a Community Bank in North Dakota

Launching new businesses

Ability to steward success

Volunteering/board
involvement/committee work

The growth your employees
experience at work impacts
how they show up in their
community.

#5. Led with Integrity



WALK YOUR TALK



INVEST IN THE
IMPLEMENTATION



FIRE TO IT

Traditional v. Modern Leadership

- Hierarchical structure
- Cares about results above all
- Directive
- Instructive
- Figure-head driven
- “Need to know” basis
- Encourages compliance

- Flattened structure
- Cares about people above all
- Visionary
- Empowering
- Shared exposure and credit
- Open, honest communication
- Encourages commitment

“Culture is not an initiative.
It’s the enabler of all
initiatives.”

- Larry Senn



So...where's our hope?

A large group of people are seated at round tables in a dimly lit room, likely a restaurant or event space. The room is decorated with numerous warm-toned string lights hanging from the ceiling. The people are mostly seen from the back or side, looking towards a stage area in the distance where a person is standing. The overall atmosphere is intimate and social.

Hope is here.

A blurred background image of a conference room. In the foreground, the back of a person's head with blonde hair is visible. Several other people are seated in the audience, with their hands raised in the air, indicating an interactive session or a Q&A period. In the background, a man in a light blue shirt is standing and speaking. The room has large windows that let in bright, natural light, creating a bright and airy atmosphere.

QUESTIONS!?

Connect with Me!

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