In-Company

**Develop a Positive, Productive Culture
by offering this Academy in-company!**

Is your team or organization struggling with any of these issues?

- Recruiting and retaining the best professionals

- Leaders who aren't great at coaching and responding to ideas

- Maintaining a safety culture but also a need for innovation

- High workload and no tolerance of mistakes

- High turnover and employee burnout rates

- Disengagement and complaints

- Too many regulations and compliance issues

- Staying competitive and satisfying the customers

- Product quality and error rates

- An organizational hesitancy to change the status quo

- Tight budgets

Do you need your team or organization to be more:

- Engaged

- Innovative

- Competitive

- Agile

- Collaborative

- Productive

Doing this Academy with your team or making it available to all leaders might be the fastest way to develop a positive, productive culture in your organization.

Offering this academy in-company helps to stimulate:

Connection and collaboration between the participants

Accelerated learning and peer support

Customization of the tools and practices to serve your organization

Engagement to contribute to the organization

A pragmatic, positive culture plan that is actionable

"20-30%
more productivity

The fascinating, latest research shows that positive organizations are better at change, more innovative, competitive, and profitable.

Positive is productive. It affects the business bottom line. Kim Cameron found that a positive climate and positive relationships lead to "positive deviance" or high performance.

Kotter and Heskett showed that organizations with strong, shared values yielded 20-30% more productivity than the competition. Losada and Heaphy proved that positive executive teams outperformed neutral teams.

High-performing organizations have cultures that are distinct, transparent, trustworthy, and motivating. They are positive and productive. These cultures go without hidden agendas, bullying, office politics, gossip, confusion, unresolved conflicts, blaming, shaming, sabotage, and so on. That's not just nice for people. It saves a lot of money.

Russell Johnson found that rude behavior, like sarcasm, leads employees to being rude toward others. Workplace incivility isn't just bad for morale — researchers estimate that disrespectful behavior is costing $14,000 per employee per year, due to lost productivity.

Porath and Pearson found that incivility prompted half of the employ ees to "decreased work effort", while 38 percent "intentionally decreased" the quality of their work. Also, 25 percent of employees took their frustrations out on customers. Bill Sutton (Stanford) suggests that productivity could decrease with 40% when workers experience bullying.

A study by Accenture states that the reasons people leave a job, are: **Don't like my boss (31%), Lack of empowerment (31%), Internal politics (35%) and Lack of recognition (43%).**

In summary:

- *A toxic culture might damage productivity with a 40% decrease.*

- *A tough culture that tolerates incivility costs $14,000 per employee per year.*

- *A clear, effective culture yields 20-30% more productivity than the competition.*

- *A positive culture, developed with positive leaership, boosts performance with at least 20% - if not more.*

The book "Developing a Positive Culture" is the basis of this Academy. It presents a wide range of culture research and tools, describes the specifics of a positive culture and proposes easy-to-do Interaction Interventions or Change Circles to develop a more positive culture.

The online Positive Culture Academy is the "How-To" for your organization, with help from culture & change consultant Marcella Bremer.

Learning with your team or making it available to the leaders stimulates customization for your organization and practical application. Participants support each other to practice what they learn and start to create actual change. The in-company Academy is a great add-on to any onsite culture process, change project or leadership development program.

The curriculum is suited for leaders, middle managers, team supervisors, HR professionals, consultants, coaches, and employees.

Yes, but how to change?

You probably have an idea of current culture and its challenges; whether it's low retention, low production, disengagement, or lack of innovation. You might also have an idea of what an ideal culture would entail. But how do you diagnose and develop the culture?

The common belief is that this is hard and takes a lot of effort, time, and money. That could be the case if you approach it like "change management" and roll it out in a top-down way, planning and controlling all the details in advance.

That's why we created the in-company Positive Culture Academy!

You could also focus on the personal actions, interactions and accountability that shape the culture. The Positive Culture book and the Positive Culture Academy focus on the process to help people learn and apply positive culture behaviors - either with Interaction Interventions and/or Change Circles.

Interaction Interventions are small interactions that you can do on a daily basis to influence your meetings, co-workers, and eventually the whole organizational network. Change Circles engage the organization with personal actions in small change groups.

The Positive Culture Academy is no high-profile, high-cost endeavor, and can be done even though people are busy. Small actions are easy to adjust, agile, and offer a great way to engage the people who are open to change, whether they have leadership positions or not. You can blend it in with your onsite culture process, change project or leadership development program.

E-learning with a focus on practical behaviors entices people to take ownership and action, and to change "the way we do things around here." It's great for engagement. Online learning allows people to review training materials as they navigate their daily work - and apply what they learn right away.

If your organization could use a positive and productive culture, enroll your team or the leaders in the in-company Positive Culture Academy. Return on investment is likely, even if you boost performance by only 10%. So, what do you need to learn to develop a positive, productive culture? How to make it work with your organization and your co-workers?

The curriculum of the Positive Culture Academy

We've created the PCA to learn what you need to know and to help you apply:

- *Understand culture and positive leadership*
- *Observe and diagnose current culture in relation to positive elements*
- *Develop a Culture Plan to develop the culture and its leadership*
- *Utilize the network nature of organizations to instigate change*
- *Upgrade your personal positivity ratio and mindset*
- *Apply Interaction Interventions; Ask, Listen, Share, Respond*
- *Engage others to learn and apply positive leadership tools*
- *Use certain leadership practices with your team(s)*
- *Upgrade or liberate the meetings in your organization*
- *Organize Change Circles or dialogue sessions*

Core Concepts

The theoretical core concepts of this course are:

Culture

Positive Culture

Positive Leadership

Culture Diagnosis

Organizational Change

Leadership Practices

Meetings

Interaction Interventions

Change Circles

Video lectures and checklists

The curriculum offers 22 lectures (streaming online video), and downloadable checklists and reflection questions, plus a Personal Preparation e-Book. Each lecture ends with a quizz, reflection questions and individual assignments.

The recommended schedule for this Academy is 14 weeks with an average workload of 2 hours per week, but you can choose a pace that fits your organization. We'll create a Syllabus for your participants and also add your logo to their online dashboard.

Company private Linkedin group and partner work

It's recommended to share experiences and questions in the private dialogue group for your company on Linkedin. Marcella Bremer will respond regularly. It's also insightful to partner with one other colleague to exchange experiences and practice the tools.

Company conference video calls

There will be regular conference video calls where we exchange experiences, give support, and answer questions. The number and the schedule of calls depends on your wishes. We can offer a recording at your request.

Certification

If you want to receive a certificate, please submit a Positive Culture Plan for your team or organization. This program is valid for 24 PDCs for the SHRM-CPSM or SHRM-SCPSM.

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Positive Leadership Track

For leaders, we also offer the Positive Leadership Track. This is a fast, shortened track through the Academy curriculum with five individual consulting calls (plus lifetime access to all the materials). See the Track at
www.positive-culture.com/positive-leadership-track

"*This Academy is based on research and is also practical. The questions form an excellent checklist to diagnose a situation and find paths for change. Very insightful.*

Claude Emond, Management Consultant, Canada

Curriculum		Proposed Timing
Module 1 Who, Why and What of Culture		
3 lectures: Introduction, Why develop a Positive Culture? What is Culture?	Questions and assignments	**Week 1**
Module 2 Positive Culture		
2 lectures: What is a Positive Culture? Positive emails?	Partner work Questions and assignments	**Week 2**
Module 3 Personal Preparation 1		
1 lecture: How to see the Positive and Be Positive	Questions and assignments	**Week 3**
Module 4 Personal Preparation 2		
2 lectures: See People as People, Raise the Positivity Ratio	Questions and assignments	**Week 4**

Module 5
Organizations and Change

| 1 lecture:
Organizations as Networks | Partner work
Questions and assignments | Week 5 |

Module 6
Interaction Inteventions

| 2 lectures:
Interaction Interventions, How to ask
Positive Questions | Questions and assignments | Week 6 |

Module 7
Positive Action

| 2 lectures:
Random Acts of Kindness, Positive
Peers | Questions and assignments | Week 7 |

Module 8
Diagnosis and Dialogue

| 2 lectures:
Dyads or Triads, Silence, Violence
or Dialogue? | Partner work
Questions and assignments | Week 8 |

*"I did not expect it to be so easy to apply, thanks to the structured approach.
This is the perfect tool for creating positive change in organizations.*

Maria Marc, Facilitator & Trainer, USA

Module 9
Safety and Honesty

2 lectures: Feedback, Respond to restore Safety	Questions and assignments	**Week 9**

Module 10
Energize your Meetings

2 lectures: Positive Meeting Ideas, Liberate your meetings	Questions and assignments	**Week 10**

Module 11
Positive Leadership

2 lectures: Safety and Dialogue for Leaders, More Positive Practices	Partner work Questions and assignments	**Week 11**

Module 12
Change Circles

Lecture: Change Circles	Questions and assignments	**Week 12**

"*This Academy is very actionable. I appreciate the personal preparation work.*

Crystal Sittser, Manager Internal Controls, USA

Module 13
Personal Positive Culture Plan

Lecture:
Your Personal Positive Culture Plan   Week 13

Module 14
Wrapping It Up

Submit your personal culture plan,   Partner work   Week 14
Evaluation   Questions and assignments

Certification if you qualify

"*I like the easy and manageable chunks. The Academy is thought-provoking, refreshing, and energizing.*

Frances Clayton, Change Manager, Middle East

The curriculum is based on the Positive Culture Book

Part 1

is the WHAT and the why of developing a positive, productive culture.

Part 2

is about WHO: your personal preparation. This is a "must-do" to be the change and to embody the positive-organic mindset to develop a positive organization.

Part 3

we'll look at HOW with Interaction Interventions: what you can do to make the culture more positive, regardless of your position, without needing permission or resources.

Part 4

shows HOW to engage the whole organization in Change Circles and deliberately work on developing a positive culture.

"*This Academy is systematic and practical. The videos are well-researched and to the point. Let's keep this Academy tribe together!*
Kanna Krishnan, Senior Director of Human Resources, Malaysia

Learning Outcomes

You'll learn and practice easy-to-do Interaction Interventions that invite your team to:

- Notice and amplify what is already working well

- Improve performance toward "positive deviance"

- Engage with the others and their job and "lean in" instead of lean back

- Contribute more and better ideas and energy to the team

- Collaborate more and support others

- Take ownership of their actions and outcomes

- Align their values and purpose with the organization

- Benefit from the art of dialogue

- Be agile and ready to change if needed

- Learn from mistakes, experiment, fail fast and innovate

- Ask critical questions to improve plans, Ask more, and assume less

- Be authentic, open, and trust the team

"*The videos are good and the checklists make me think about what I can apply. This Academy is motivating, thoughtful, applicable.*

Dolores Fabregas, Regional Sales Manager, USA

"High quality content delivered in digestible bits, Inspiring!

Vadivu Govind, Consultant, Singapore

"The videos are great. The course gives us tools and talking points! Insightful, methodical, achievable! I love the way Marcella presents and how she uses examples from her own experience.

Samantha Schreiner, People Operations (HR) Professional, USA

"This Academy offered me a useful framework to translate the essential parts of a positive culture to client organizations. Recommended!

Wil de Groot-Bollujit, Change Manager, Netherlands

After engaging in the program

- Your team or organization could develop a more positive, productive culture

- The team's performance could tend toward positive deviance

- Agility and change-readiness tend to go up

- Innovation, learning and creativity might increase

- Collaboration and support may improve

- Engagement and ownership might surprise you

- People tend to have more fun, be faster and develop their potential

This program is valid for 24 PDCs for the SHRM-CPSM or SHRM-SCPSM.

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Who's your guide?

Marcella Bremer MScBA is an author and culture change consultant. She helps leaders, middle managers, supervisors, HR professionals, OD consultants, and employees to develop a positive culture at work.

She co-founded the online Positive Culture Academy and also OCAI Online that provides Cameron & Quinn's validated Organizational Culture Assessment Instrument (OCAI) online.

She works on organizational culture with global clients.

Marcella's latest book is **"Developing a Positive Culture where People and Performance Thrive."**

She also published **"Organizational Culture Change: Unleash your Organization's Potential in Circles of 10".**

Graduated from Rotterdam School of Management, Marcella is a member of the Institute for Culturally Adaptive Leadership (ICAL), the Academy of Culture Ambassadors, contributor at Culture University, the Berlin Change Days, the International Society for Organization Development & Change (ISODC) and guest blogger at Lead Change Group. She is awarded as one of the top 30 Global Gurus on Organizational Culture.

How to start your In-company Academy?

If you want to develop a positive and productive culture, offer your team or all leaders access to the online Positive Culture Academy. If you only get rid of incivility and develop an effective culture, your results might grow with 20%. And if you develop a positive culture, results might grow with 20-40% Either way, return on investment is likely, even if you boost performance by just 10%.

Please **send Marcella an email** with some information:

What would you like to achieve?
How positive is your current culture, on a scale from 1-10?
How many people would need access?
Are they a team, or working in different locations and levels?
How many conference calls with online private consulting would you like to add?

We'd be happy to send you a proposal or schedule a call! Pricing depends on the number of participants and the number of consulting calls you need.

Let's develop more positive, productive organizations.

Marcella Bremer & Marcel Lamers

Co-founders of the Positive Culture Academy

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Disclaimer: The Positive Culture Academy cannot guarantee your results even though all content is research-based. Applying the advice and lessons is your own responsibility.