INTENTIONAL *or* ACCIDENTAL?

A Case Study in Creating Empowering Organizational Culture

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CEO - NEW BRUNSWICK YOUTH ORCHESTRA

New Brunswick Youth Orchestra

Organizational culture: choosing your “normal”

Culture is a matrix

- Values
- Beliefs
- Assumptions
- Expectations

= *what you consider “normal”*

Culture governs behaviour

- How employees treat each other
- How employees engage the market and the world
- Determines style and tone
- Dictates working environment

Your culture has a huge effect on your impact.

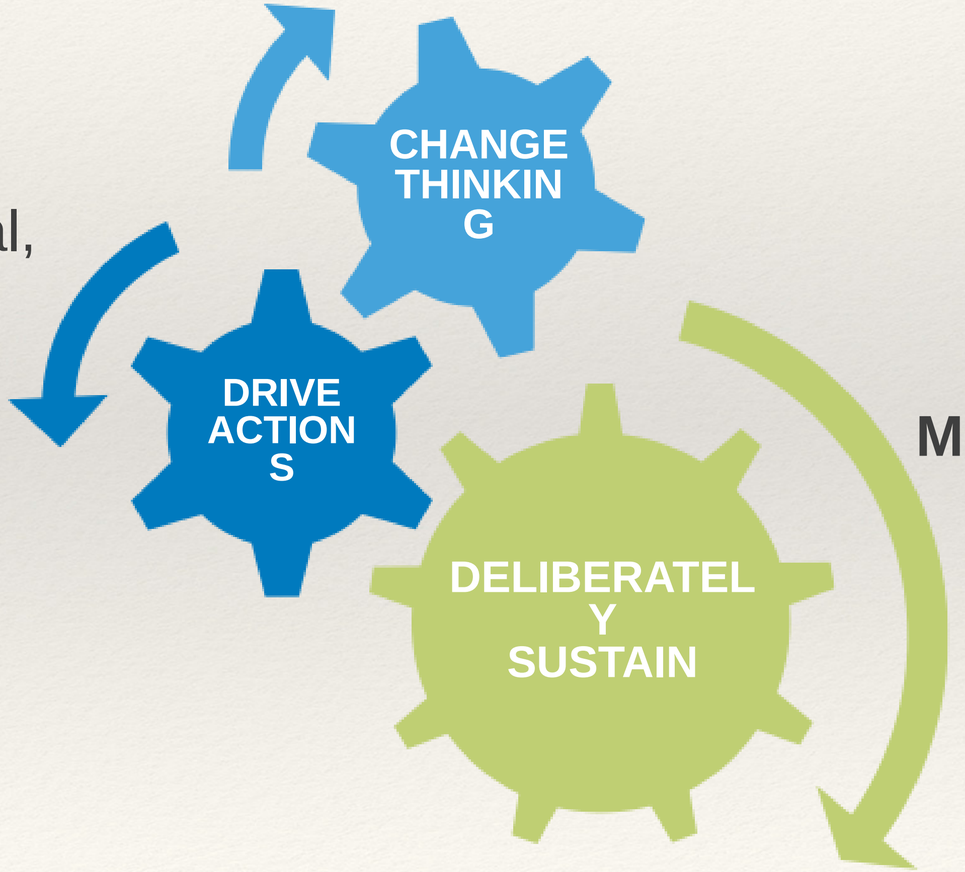
Intentional organizational culture propels us towards:

- Greatest impact among those we serve
- Highest level of consensus and commitment among employees, board and volunteers
- Highest level of satisfaction among all stakeholders

Creating Culture:

(Think) x (Act) x (Sustain)

GENERATES intentional, deliberate, strategic **EMPOWERING** organizational culture.



Culture generates **MOMENTUM** and **DRIVES** health and excellence.

Why This Mattered to NBYO

THEN - NOW

musicians: 70 ⟹ 1,260+

orchestras: 1 ⟹ 15+

performances annually: 5 ⟹ 144

patrons annually: 1,000 ⟹ 81,000

staff: 2 p/t ⟹ 75+ payroll

Annual budget: $150,000 ⟹ $3.5 million

Why This Mattered to NBYO

More people & More Diversity ⟹ More Complexity

Greater Vision ⟹ Change in Direction

Rapid Growth ⟹ More Stakeholders, Greater Expectations

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THE NBYO EXPERIENCE

CULTURE • BELIEFS • MYSTIQUE

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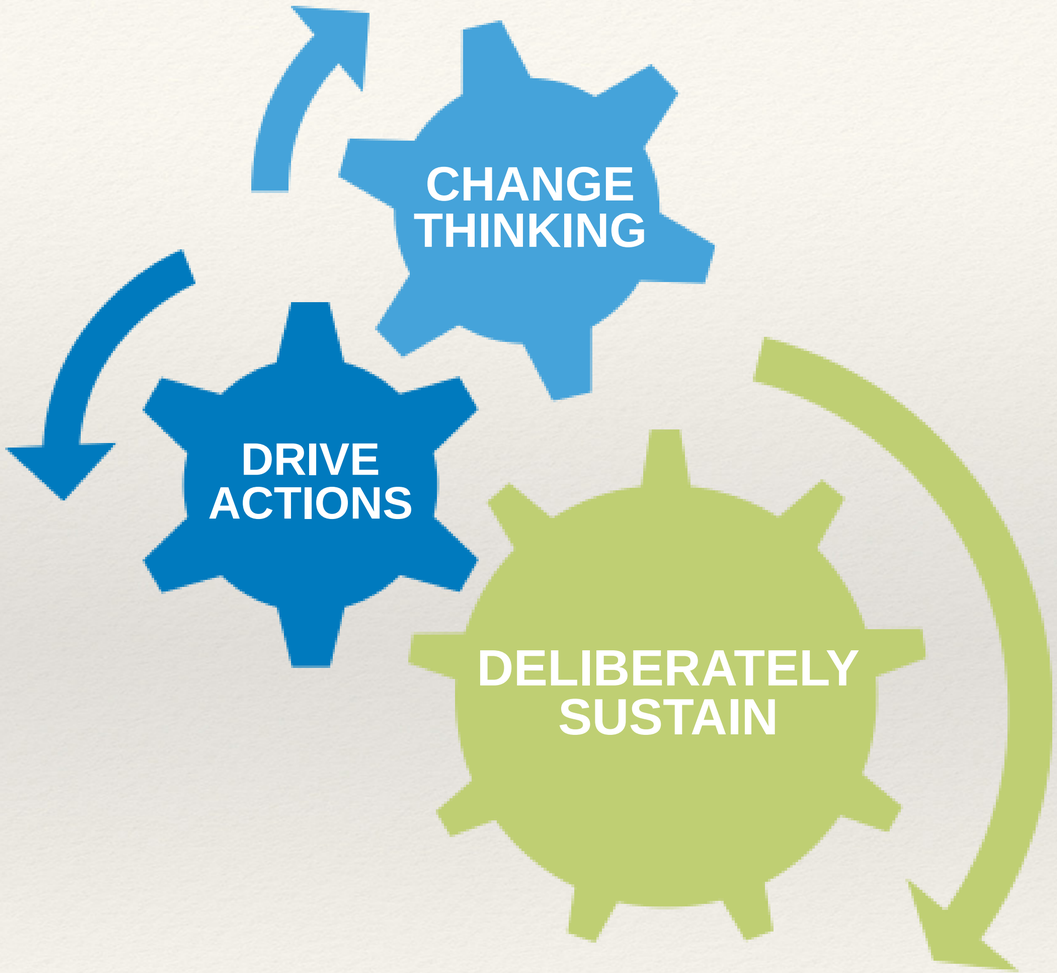
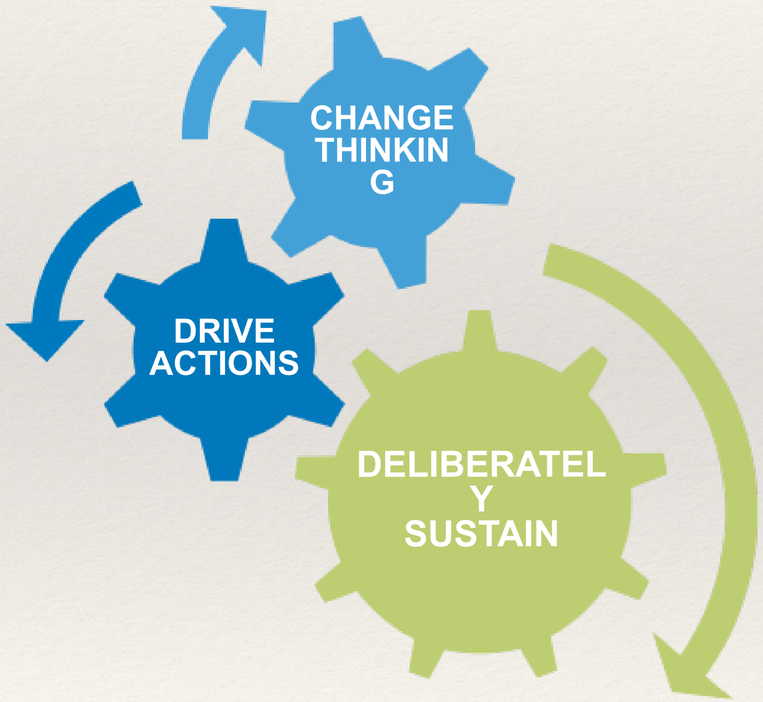
THE NBYO EXPERIENCE



THE NBYO EXPERIENCE

How we THINK

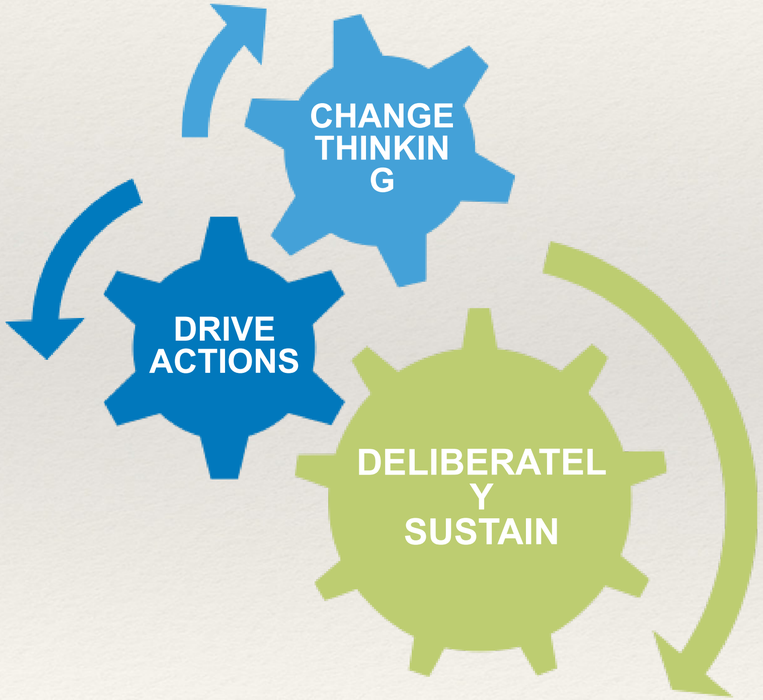


MISSION

Inspire children and youth to **achieve** their **full potential** through learning and performing orchestral music.

THE NBYO EXPERIENCE

How we THINK

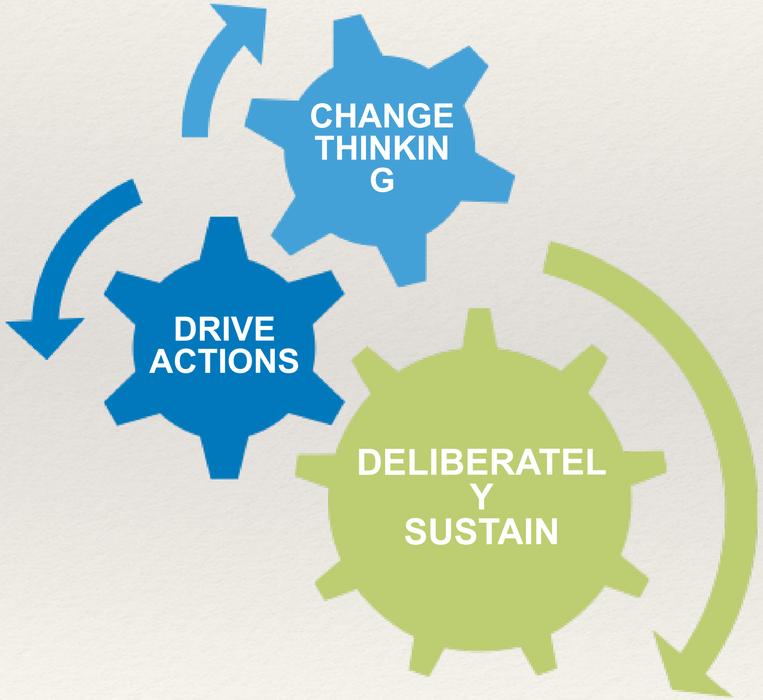


VISION

A **world-leading**, **innovative** and **hope-instilling** music education program, distinguished by **excellence** and for having a **positive impact** on **children** and **youth**, and the **communities** where it is implemented.

THE NBYO EXPERIENCE

How we THINK



VALUES

Caring

Our highest priority is the **care** and nurture of children and youth.

Serving

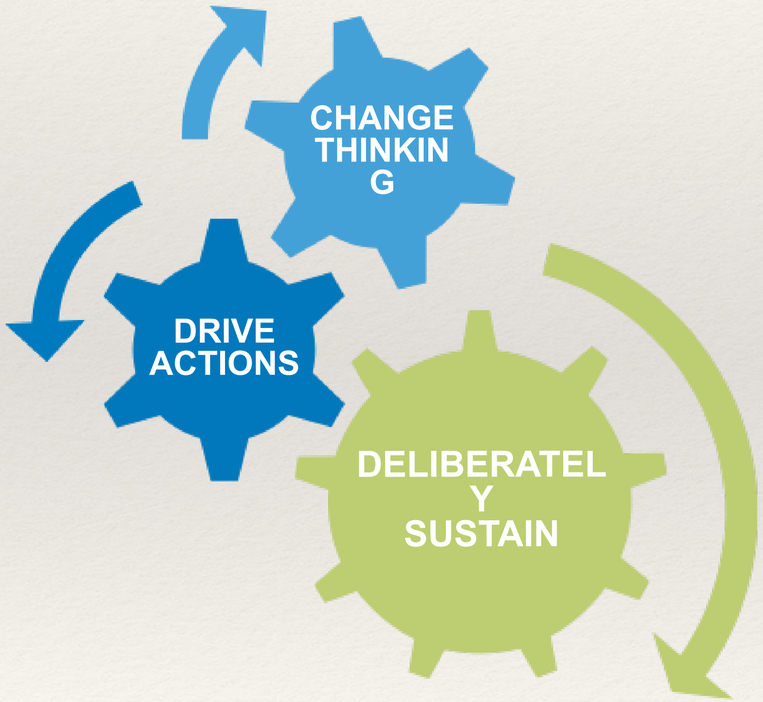
We pledge to provide **exceptional service** that inspires, educates and empowers the children and youth in our care.

Creating

Excellence

We are committed to the learning and **artistic excellence** of our young musicians and high performance in all aspects of our organization.

How we ACT

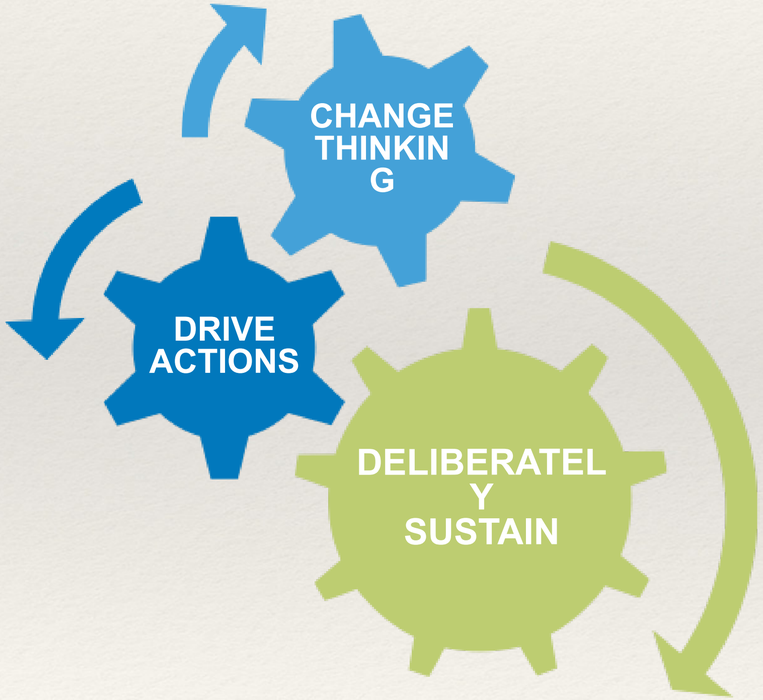


MOTTO

Very important people
serving
very important people

THE NBYO EXPERIENCE

How we ACT



PLEDGE

I will **build** strong, **caring** relationships with the young artists.

I will be **responsive** to the expressed and unexpressed **wishes** of our young artists.

I will use **positive** eye contact, vocabulary and body language with young artists, family members, partners and each other.

I will embrace **teamwork** and lateral service to meet the needs of young artists, the program and each other.

I am **empowered** to solve problems; I own and immediately resolve complaints.

I have the **opportunity** to be involved in the planning of the work that affects me.

I have the opportunity to **learn** and to **grow.**

I am an **ambassador** of the organization in and out of the workplace, always speaking **positively** and communicating concerns to the **appropriate** person.

I will ensure a **safe**, **secure** environment for young artists and each other.

PLEDGE

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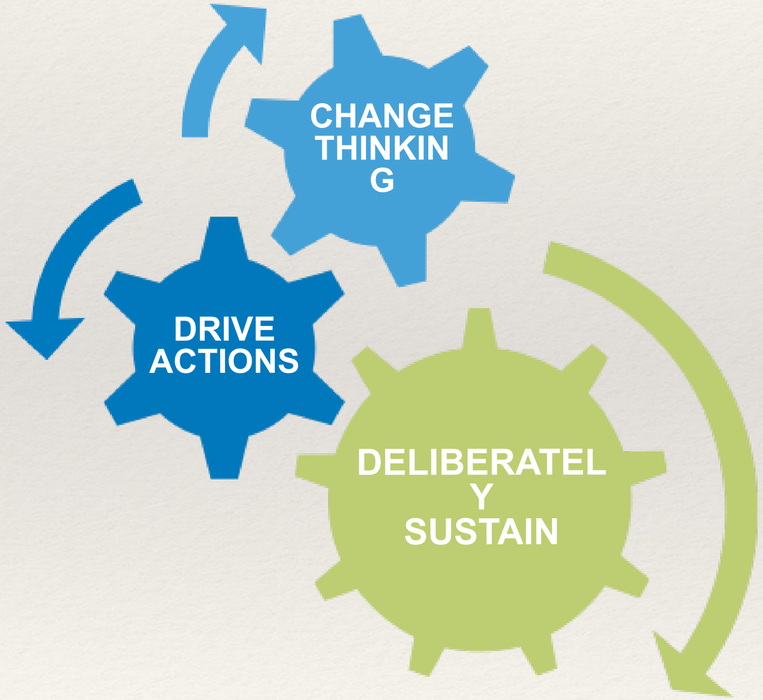
How we SUSTAIN



THE NBYO EXPERIENCE

CULTURE · BELIEFS · MYSTIQUE

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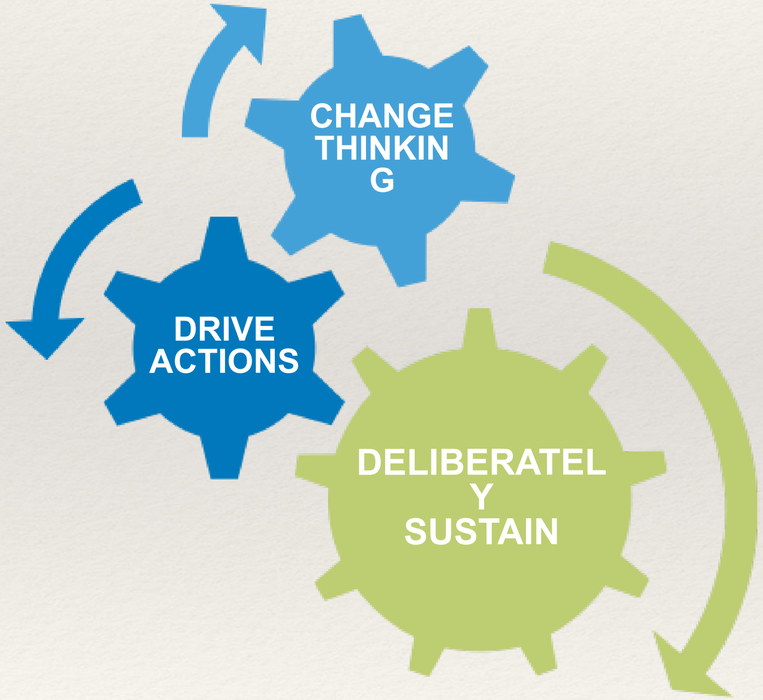
How we SUSTAIN



20 Minute Dress Rehearsal

- Review the NBYO Experience card
- Share a story of exemplary service
- Discuss how the story connects to what you do to care, serve, and create excellence
- Announcement s
- Motivational Quote

How to apply in my organization?

⟹ Organizational Culture matters

⟹ Key elements: Think X Act X Sustain

⟹ Vigilance

Thank you.

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Sistema

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POPS N·B