CULTURE DRIVERS TO TRANSFORM YOUR WORKPLACE

Lori Hall
Vice President, Human Resources
Kimley-Horn
IF I WERE TO TELL YOU:

2,500 employees
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- 2,500 employees in 80 offices
- 1/3 under 2 years tenure
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Median employee age of 33

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- 2,500 employees in 80 offices
- Median employee age of 33
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- 20% annual growth
IF I WERE TO TELL YOU:

- 2,500 employees in 80 offices
- Median employee age of 33
- 1/3 under 2 years tenure
- Work routinely “shifted” between offices
- 20% annual growth
AND THAT:

No job descriptions
AND THAT:

No job descriptions

Few policies
AND THAT:

- No job descriptions
- Single profit center
- Few policies
AND THAT:

- No job descriptions
- Single profit center
- Few policies
- No published organization chart
AND THAT:

- No job descriptions
- Single profit center
- Few policies
- No published organization chart
- Bare-bones employee handbook
WHAT WOULD YOUR IMPRESSION BE?
WOULD YOU EXPECT A FIRM THAT:

- Earned
- 9 times
WOULD YOU EXPECT A FIRM THAT:

- Earned 9 times
- Highly profitable
WOULD YOU EXPECT A FIRM THAT:

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- Highly profitable
- Turnover: $\frac{1}{2}$
- Industry Average
WOULD YOU EXPECT A FIRM THAT:

- Earned 9 times
- Turnover: $\frac{1}{2}$ Industry Average
- Highly profitable
- 50 years strong
THAT’S KIMLEY-HORN:

Outstanding reputation
More than 80 U.S. offices
Employee-owned
Professional services consulting firm
Highly profitable – shared with every employee
WHAT’S THE KEY?

CULTURE
INSTILL YOUR CULTURE

Find ways to articulate your culture

Lean on culture in difficult times

Focus on new employees

Recognize and reward

Live it at all levels
FIND WAYS TO ARTICULATE YOUR CULTURE

To provide an environment for our people to flourish

Honesty, integrity and ethics
Exceptional client service
High expectations
Sharing and caring
Sustained profitability
FIND WAYS TO ARTICULATE YOUR CULTURE

Core Values and Core Purpose
Our People
Business-Based
Client Service
Teamwork
Multi-Faceted Recognition
Performance-Based Recognition
Passion
Goal Driven
Organized Around Practice
Trust & Partnership
Entrepreneurship
Growth
Ownership
Well-Rounded Practice Builder
Reciprocal Accountability
Fun & Enjoyment
FIND WAYS TO ARTICULATE YOUR CULTURE

“One level up”

“No lone rangers”

“Make others successful”

Phrases Lingo Stories
FOCUS ON NEW EMPLOYEES
FOCUS ON NEW EMPLOYEES

Passport to Success

Lunch & Dinner coupons

Training & Your Place, Your Path
LEAN ON CULTURE IN DIFFICULT TIMES
LEAN ON CULTURE IN DIFFICULT TIMES
LEAN ON CULTURE IN DIFFICULT TIMES
RECOGNIZE AND REWARD

Results VS. Effort

Concepts
RECOGNIZE AND REWARD

Results VS. Effort

Concepts

Means
RECOGNIZE AND REWARD

Results VS. Effort

Concepts

Means

Goal Driven
LIVE IT AT ALL LEVELS

Explain

Promote

Transparency
LIVE IT AT ALL LEVELS

Live It!
BENEFITS OF A WELL-ARTICULATED CULTURE
NET RESULT

Employee Satisfaction: 97%

Client Satisfaction: 9.3/10

Profits: Most profitable in industry
TAKEAWAYS

- Find ways to articulate your culture
- Focus on new employees
- Live it at all levels
- Lean on culture in difficult times
- Recognize and reward
YOU WILL KNOW YOU’VE ARRIVED WHEN...
THANK YOU!