

<b>Headline</b>	<b>In today's world, the best workplace culture wins.</b>				<b>WCC MESSAGE MAP - HR CORE</b>		
Campaign Slogan	Driving Crucial Workplace Culture Conversations.						
Elevator Pitch	One out of every five working Americans has left a job due to work culture. And managers play an outsized role in shaping what that culture looks like – from employee engagement and satisfaction to productivity and profitability. <b>Skilled People Managers, along with HR, are essential to creating better workplace cultures. When managers are better skilled, it frees up HR to be more strategic.</b> SHRM is confronting this issue head-on by calling on People Managers, as well as HR Practitioners, to have crucial conversations about culture with and among employees. You can't know if culture is working for everyone unless you foster open discussions with those who experience it every day. To create better workplaces, we must improve the culture that drives them, and that change starts with honest, constructive conversations that lead to strategic action.						
Campaign Positioning Statement	Workplace Convos & Coffee gets to the heart of what makes good and bad workplaces – <i>culture</i> . The campaign calls on all stakeholders of workplace culture, including HR professionals, People Managers, and business executives to have crucial conversations about culture that drive positive, strategic change. The campaign challenges workplace decision-makers to assess and discuss workplace culture in order to foster change that leads to more inclusive, engaged, productive and better workplaces.						
Audience	<i>Primary:</i> HR professionals <i>Secondary:</i> People Managers						
Tone	Aspirational	Curious	Conversational	Casual			

<b>Importance of Culture</b> Strong workplace cultures foster environments where both employers and employees thrive.	<b>Defining Culture</b> Successful organizations have cultures based on strongly held & widely shared beliefs supported by strategy & structure.	<b>Culture Conversations</b> To understand if a workplace culture is working, honest, constructive communication is key.	<b>Culture Change</b> True culture change happens when it's a shared responsibility among HR, People Managers and other workplace decision-makers.
<ul style="list-style-type: none"> <li>The workplace has a fundamental impact on every working individual &amp; their families.</li> <li>As people spend more time at work, employees are demanding better workplaces.</li> <li>Culture is a critical business asset and the greatest employee benefit an employer can provide, especially in today's labor market.</li> <li>Strong workplace cultures have low employee turnover, high engagement, and are more innovative, productive and profitable.</li> </ul>	<p>When an organization has a strong culture, three things happen:</p> <ul style="list-style-type: none"> <li>Employees know how top management wants them to respond to any situation;</li> <li>Employees believe that the expected response is the proper one; and</li> <li>Employees know that they will be rewarded for demonstrating the organization's values.</li> </ul> <p>Strong workplace cultures:</p> <ul style="list-style-type: none"> <li>Are driven by a strongly communicated mission, purpose and guiding principles;</li> <li>Police unhealthy behaviors like harassment, discrimination, exclusion, etc.;</li> <li>Encourage people to bring their best selves to work;</li> <li>Focus on personal and professional development;</li> <li>Attract candidates who mirror the culture, so it self-perpetuates.</li> </ul>	<ul style="list-style-type: none"> <li>Strong workplace cultures often begin with “values blueprinting” - a candid conversation about beliefs and principles.</li> <li>Communication is an important step in identifying what is working at work and addressing what isn't working.</li> <li>Unfortunately, too many People Managers and workplace decision-makers neglect to have these crucial conversations.</li> <li>By engaging in conversations with employees about important workplace topics, organizations are able to become proactive in addressing weak cultures.</li> <li>At SHRM we are calling on People Managers and business executives to have crucial conversations about people management, inclusion, flexibility, equity and many other workplace topics to drive real change at work.</li> </ul>	<ul style="list-style-type: none"> <li><b>HR can't change workplace culture by itself.</b></li> <li>Shifting organizational culture is only successful when managers and business leaders see it as their responsibility, <b>in partnership with HR.</b></li> <li>This is why culture change has to be a collaborative project.</li> <li>This change is best led from the top, driven through accountable managers, <b>working collaboratively alongside HR.</b></li> <li>When we empower People Managers to have critical conversations and take a larger lead on culture change, <b>HR has more space to pursue its strategic and leadership roles.</b></li> </ul>

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Elevator Pitch	One out of every five working Americans has left a job due to a toxic work culture. And managers play an outsized role in shaping what that culture looks like – from employee engagement and satisfaction, to productivity and profitability. <b>Skilled People Managers are essential to creating better workplace cultures.</b> SHRM is confronting this issue head on by calling on People Managers and Business Executives to have crucial conversations about culture with and among employees. You can't know if culture is working for everyone unless you foster open discussions with those who experience it every day. To create better workplaces, we must improve the culture that drives them, and that change starts with honest, constructive, critical conversations that lead to strategic action.			
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Audience	<b>Primary: People Managers</b>	<i>Secondary: C-Suite</i>	HR professionals	Students
Tone	Aspirational	Curious	Conversational	Casual

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<ul style="list-style-type: none"> <li>The workplace has a fundamental impact on every working individual &amp; their families.</li> <li>As people spend more time at work, employees are demanding better workplaces.</li> <li>Culture is a critical business asset and the greatest employee benefit an employer can provide, especially in today's labor market.</li> <li>Strong workplace cultures have low employee turnover, high engagement, are more innovative, productive and profitable.</li> </ul>	<p>When an organization has a strong culture, three things happen:</p> <ul style="list-style-type: none"> <li>Employees know how top management wants them to respond to any situation;</li> <li>Employees believe that the expected response is the proper one; and</li> <li>Employees know that they will be rewarded for demonstrating the organization's values.</li> </ul> <p>Strong workplace cultures:</p> <ul style="list-style-type: none"> <li>Are driven by a strongly communicated mission, purpose and guiding principles;</li> <li>Police unhealthy behaviors like harassment, discrimination, exclusion, etc.;</li> <li>Encourage people to bring their best selves to work;</li> <li>Focus on personal and professional development;</li> <li>Attract candidates who mirror the culture, so it self-perpetuates.</li> </ul>	<ul style="list-style-type: none"> <li>Strong workplace cultures often begin with "values blueprinting" - a candid conversation about beliefs and principles.</li> <li>Communication is an important step in identifying what is working at work and addressing what isn't working.</li> <li>Unfortunately, too many <b>People Managers</b> and workplace decision-makers neglect to have these crucial conversations.</li> <li>By engaging in conversations with employees about important workplace topics, organizations are able to become proactive in addressing weak cultures.</li> <li>At SHRM we are calling on <b>People Managers and Business Executives</b> to have crucial conversations about people management, inclusion, flexibility, equity and many other workplaces topics to drive real change at work.</li> </ul>	<ul style="list-style-type: none"> <li><b>People Managers</b> are on the frontlines of workplace culture, but they can't change culture by themselves.</li> <li><b>Business Executives</b> are role models for the organization's beliefs and must help to build and manage culture.</li> <li>This is why culture change has to be a collaborative project among workplace decision-makers.</li> <li>To successfully shift organizational culture <b>People Managers and Business Executives</b> must see it as their shared responsibility, in partnership with HR.</li> <li>This change is best led from the top, driven through accountable managers, working collaboratively alongside HR.</li> </ul>

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**Importance of Culture**  
Strong workplace cultures foster environments where both employers and employees thrive.

**Defining Culture**  
Successful organizations have cultures based on strongly held & widely shared beliefs supported by strategy & structure.

**Culture Conversations**  
To understand if workplace culture is working, honest, constructive communication is key.

**Culture Change**  
True culture change happens when it's a shared responsibility among managers and other workplace decision-makers.

- Supporting Data Points**
- **One in five American workers have left a job due to culture**
  - 38% of employees are very satisfied with their current job.
  - Retention/turnover was the top workforce management challenge cited by 47% of HR professionals.

- Supporting Data Points**
- 38% of people managers believe that “creating the right culture” is difficult.
  - 76% of executives say their organization has a defined value system, yet just 31% of employees agree.  
*(www.oxfordeconomics.com/recent-releases/return-on-culture-proving-the-connection-between-culture-and-profit)*
  - 40% of American workers say job fulfillment/satisfaction is the most important part of a workplace environment.
  - According to Americans, the most important parts of workplace culture include job fulfillment (40%), workplace flexibility (17%), good supervisors (15%), and openness and transparency (13%).
  - One in four Americans define organizational culture as a combination of employees' attitudes, actions and behaviors.
  - 22% of Americans define organizational culture as the environment created by managers and leadership.
  - 17% of Americans define it as an organization's norms and values that are aligned with strategy.

- Supporting Data Points**
- Only half of employees claim to understand the vision and goals of their organization.

- Culture Change**
- 64% of American workers believe supervisors and managers — more so than executives, employees, and HR — contribute the most to workplace culture.
  - When we empower People Managers to have critical conversations and take a larger role in culture change, it creates space for HR to pursue its strategic and leadership roles.

**CTA** **Start a conversation today and let's make workplace culture better.**  
Join the conversation at **#MyWorkplaceCulture** and visit **talkworkculture.com**. Let's talk about it.

**URL:** [www.convosandcoffee.com](http://www.convosandcoffee.com)      **URL:** [www.talkworkculture.com](http://www.talkworkculture.com)      **Handle:** @TalkWorkCulture      **Hashtag:** #MyWorkCulture

- Resources**
- Workplace Convos & Coffee Conversation Starter Cards
  - 7 Ways to Have a Workplace Culture Conversation *(draft name)*
  - 5 Steps To Take Following Your Workplace Culture Conversation *(draft name)*