



# Duluth Public Library Workplace Culture Initiative

**Employee Strategies**

We Create Cultures That Work.

---

# Project Deliverables

---

# Project Deliverables

- Meeting facilitation, preparation and follow up for the Culture Team between June 28-December 31.
  - Weekly meetings in July / August
  - Review frequency in anticipation of Sept 30 All-Staff Workshop
- Design & draft improvement concepts for Culture Team review and refinement. Employee Strategies will build templates to reduce the amount of time that DPL Staff need to prep outside of meeting times.
- Design, draft and facilitate the September 30<sup>th</sup> All-Staff Workshop.
- Continue to advance Culture Blueprint, Culture Scorecard and review cadence.



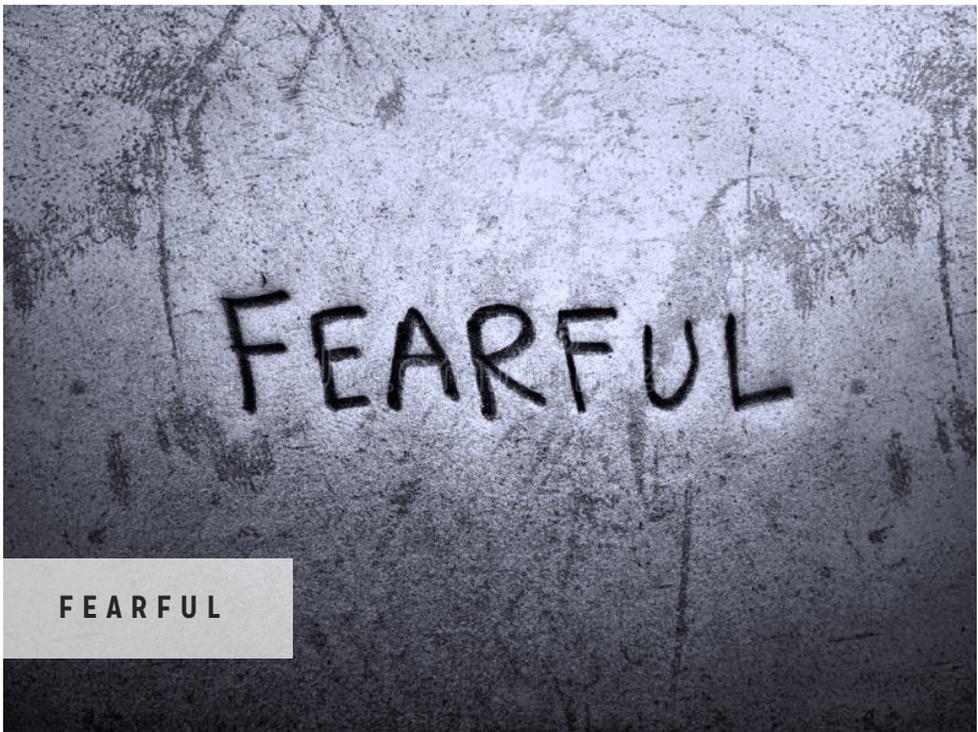
# Culture Drivers



DIVIDED



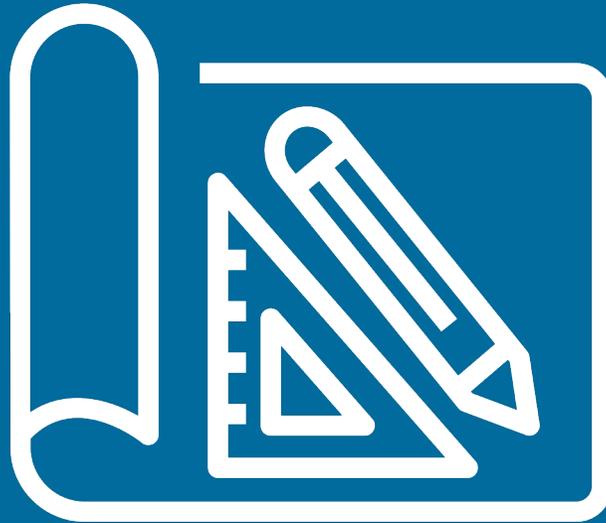
HOPEFUL



FEARFUL



CULTURE DRIVERS



# Culture Blueprint



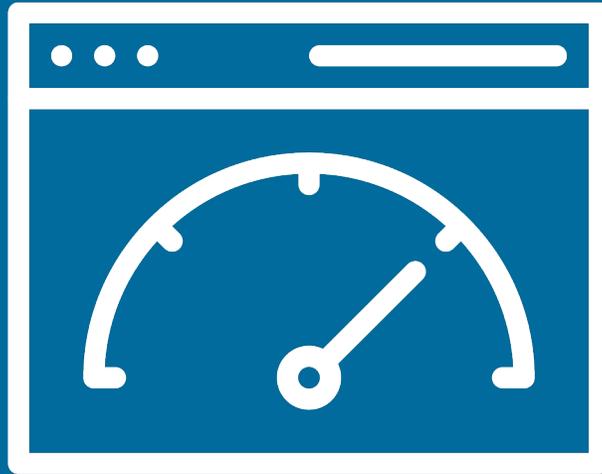
# Culture Blueprint Response Plan, Draft

## Step 1:



### Culture Assessment



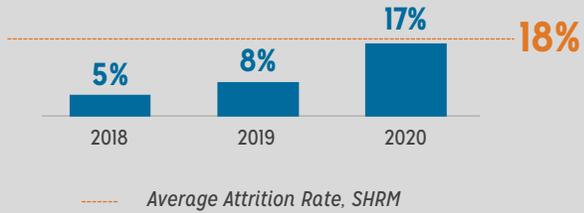


# Culture Dashboard



# MAY 2021 CULTURE DASHBOARD

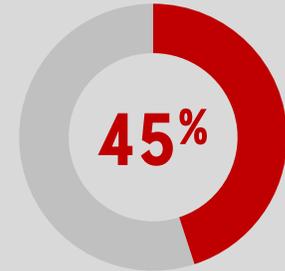
### Attrition Rate



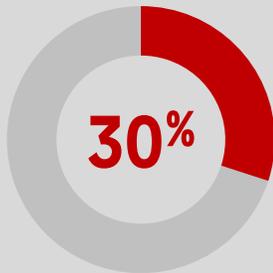
### Overall Satisfaction



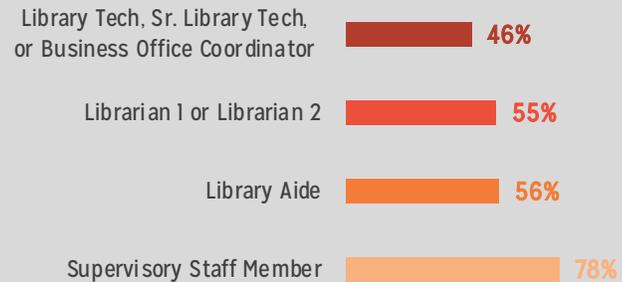
### Values and actions are aligned



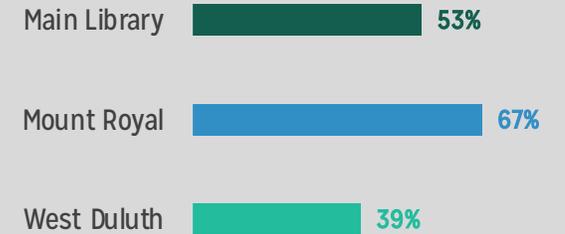
### Average Meeting Score



### Overall Average Score by Job Title



### Overall Average Score by Location



---

# Project Assumptions

- Culture Team meetings and Workshop prep meetings all held remotely, All-Staff Workshop held in person.
- One half-day planning meeting in person (Aug/Sept)
- Approximately 50 Employees at All-Staff Workshop
- A coordinator is provided by Duluth Public Library to help with administrative tasks related to All-Staff workshop such as: booking space, food & beverage, procuring additional supplies, etc.
- Cost for food, beverage, meeting space, printing and additional supplies covered by Duluth Public Library.
- Assessment fee's to be added to monthly invoices

---

# Project Cost Estimate- June 28-Dec 31, 2021

Culture Team Facilitation & Solution Design (June-Sept)	20-25 hours per month
Culture Team Facilitation & Solution Design (Oct-Nov)	10 hours per month
September 30th All Staff Workshop	60-80 hours in September
Leadership Coaching	3-5 hours per month
Leadership Content Design & Training	TBD
Totals	83-110 hours \$25,000-32,500



# Our clients see an 8% reduction in Flight Risk. What does that mean, financially?



For a 50-person team, that means keeping 4 more employees.

Avg. Salary: \$50,000  
=  
Cost Avoidance of \$66,000

Avg. Salary: \$75,000  
=  
Cost Avoidance of \$99,000

Avg. Salary: \$100,000  
=  
Cost Avoidance of \$132,000

---

# Peer Reviewed Validated Research

**“Culture can account for 46% EBIT.”**

-Dr. Eric Flamholtz, UCLA Professor of Business. June 5, 2020.

**“Of the biggest 10 firms across 22 US Industries, the organizations with a strong performance culture increased revenue by 682% over an 11-year period.”**

-Kotter & Heskitt, January 2018.

**“Great Cultures and the Best Places to Work see a 3x return.”**

-Fortune Magazine, Best Places to Work Issue Longitudinal Study (1990-2020)

**Toxic Cultures with low Employee Engagement see 16% lower profitability, 37% higher absenteeism and 60% more errors & defects.**

-Harvard Business Review December 2015

---

# Hourly Bill Rates

J. Forrest, Founder & Principal Organization Development Consultant	\$350
Andy Zimney, Principal Organization Development Consultant	\$350
Spencer Nierenhausen, Organization Development Consultant	\$275
Lauryn Petersen, Principal Designer	\$175



## J. Forrest

FOUNDER AND PRINCIPAL ORGANIZATION  
DEVELOPMENT CONSULTANT

J. Founded Employee Strategies after working as an Organization Development Consultant and Employee Evaluation and Experience Project Manager at Xcel Energy and insource from 1997-2006. J. has a Masters Degree in Human Resource Development from the University of Minnesota. He is certified in the Harvard Law Program on Negotiation, Harvard Business School Balanced Scorecard & Team Diagnostic tools such as MBTI I, MBTI II, TKI, DiSC, Hogan Assessments, and 5 Dysfunctions of a Team.



# Lauryn Petersen

PRINCIPAL DESIGNER & PROEJCT MANAGER

Lauryn has a degree in Interactive Graphic Design from Brainco and is able to translate dry data into engaging and compelling communication pieces. She makes good ideas *look* as good as they *sound*.



## Andy Zimney

PRINCIPAL ORGANIZATION DEVELOPMENT  
CONSULTANT

Before joining ESINC in 2017, Andy served for 15 at Youth Frontiers—a non-profit organization that partners with schools to build cultures where students can thrive. Andy worked at YF for 15 years, most recently as Chief Operating Officer. Andy is the founder of Leading Off the Cuff, a leadership project dedicated to developing more innovative and creative leaders. Andy is a Certified Team Performance Coach and is also certified in MBTI I, MBTI II, and DiSC.

# The Bottom Line

---

This Agreement is made and entered into as of June 29, 2021 by and between: Duluth Public Library hereinafter referred to as the "CLIENT" and Employee Strategies, hereinafter referred to as the "Provider";

## Witnesseth

The Provider represents that it has the required professional skills/certifications, necessary insurance validation and financial capacity to provide services to the Client; The parties bind and agree to the following terms below:

## Scoping of Work

The Client agrees to schedule each aspect of the planning process within 15 days of agreement. Together, we will build the plan and then, work the plan.

## Payment Terms & Compliance

- In order to secure these services outlined, Employee Strategies requires a 50% down payment of project estimate. Invoice to be delivered upon receipt of signed proposal.
- Our consultants will bill the Client for each hour of work and submit invoices monthly through an online invoicing system.
- Payments will be made via check or ACH within 15 days of receipt.

Whereas, both parties agree to execute this agreement by affixing their signatures in the spaces below:

---

J. Forrest, Employee Strategies

Date

Jim Filby Williams, City of Duluth

Date