Hi, We're Fired Up!

We exist to inspire and ignite potential.

Linda John, CDME
VP Destination &
Travel Practice

Meg Winchester CDME, CMP
Senior Advisor

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CULTURE

Data-Driven Operations

Empowering People, Transforming Culture

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Utilizing Data

+

Empowering humans

+

Implementing Improvements

Engaged Workplace Culture

The Survey Says....

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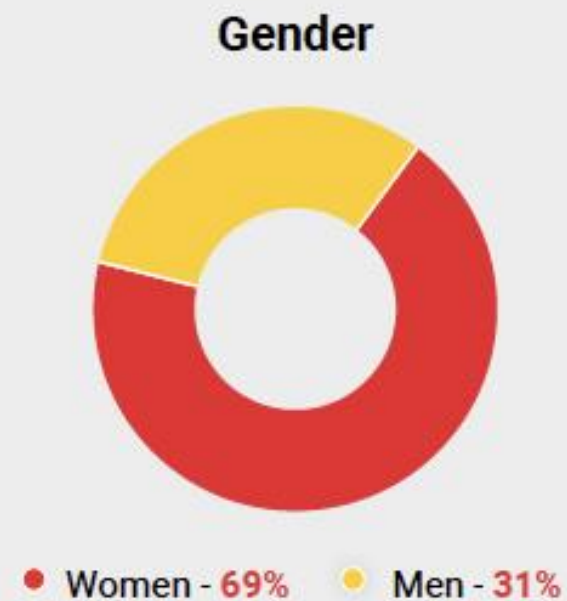
Destination Leaders of the Future: Engaging and Retaining Emerging Talent

FROM FIRED UP! CULTURE & SEARCHWIDE GLOBAL

FiredUp! CULTURE

The 2022 Culture & Workplace Engagement Report

FROM FIRED UP! CULTURE

Retaining Emerging Talent

Respondent Age

Ethnicity

- Black or African-American - **10%**
- Caucasian - **69%**
- Latino or Hispanic - **10%**
- Asian - **8%**
- Native American or American Indian - **2%**
- Pacific Islander - **1%**

Gender

- Women - **69%**   - Men - **31%**

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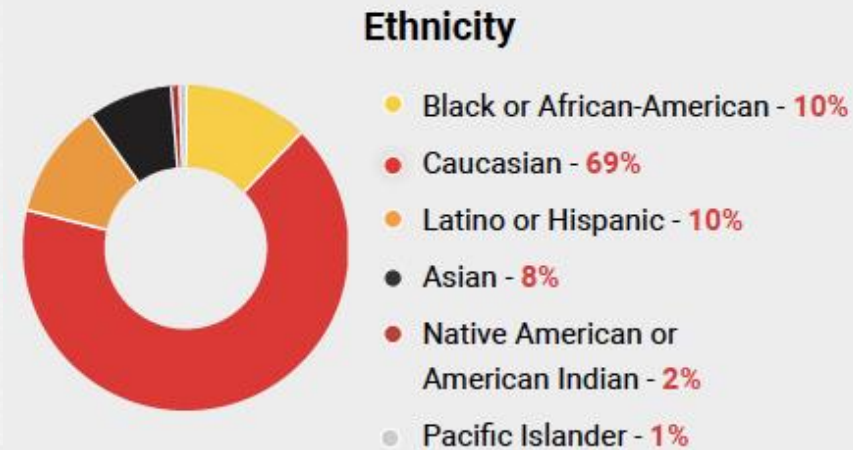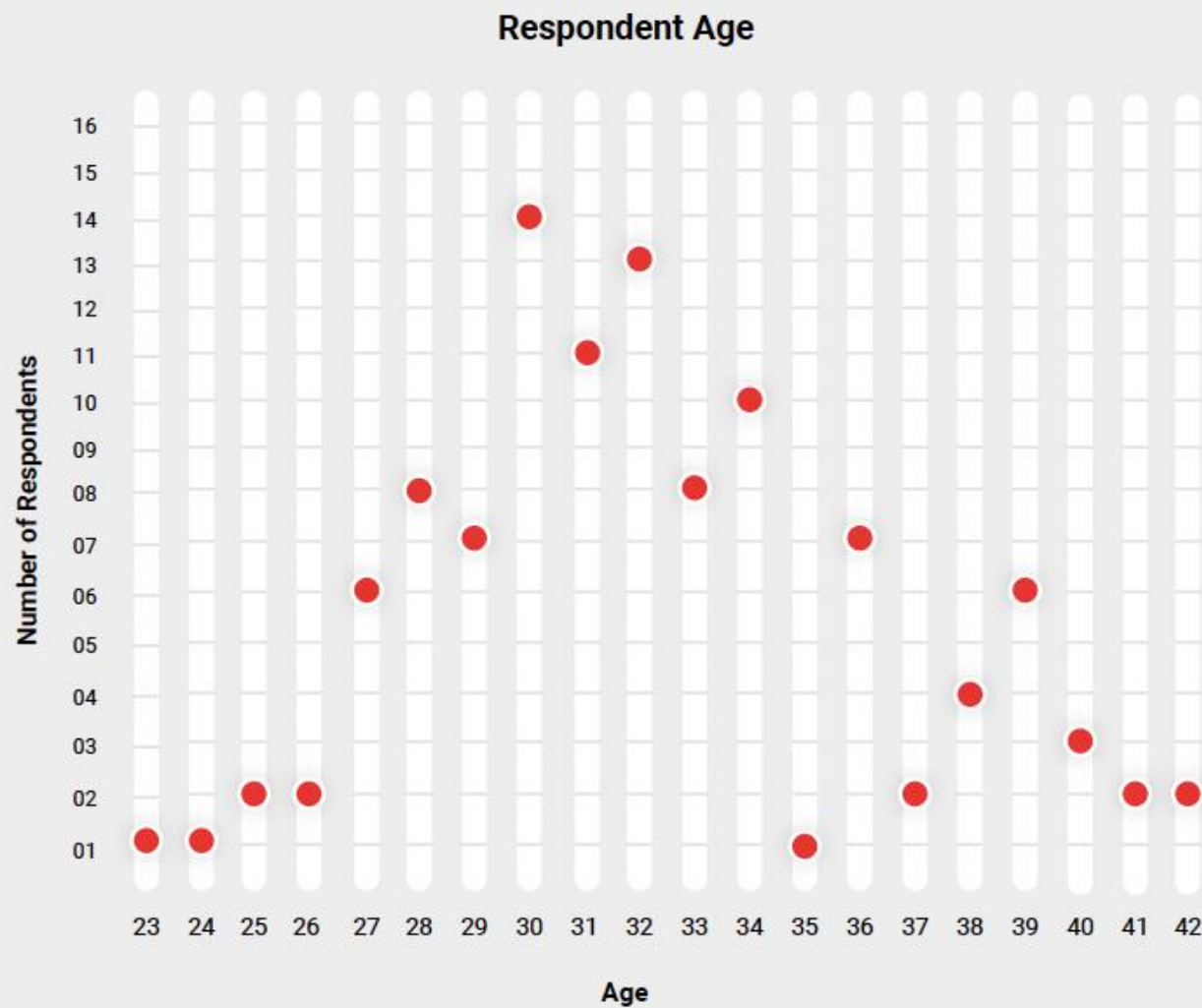
Key Findings

(Those who left)

FINDING 1

52% of "30 Under 30" honorees no longer work for destinations.
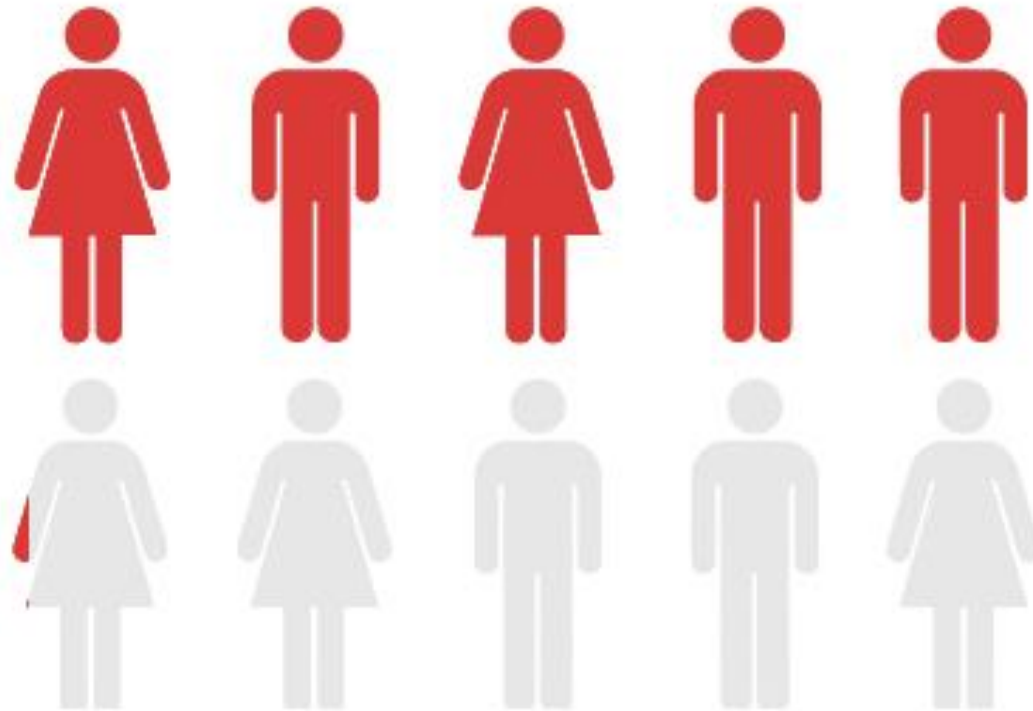
The leading reason why "30 Under 30" honorees left?

Lack of Growth, Development, and Career Path Opportunities

DEAD END

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The next three contributors to disengagement and turnover of "30 Under 30" honorees?

Uncompetitive compensation

Ineffective leadership

Lack of flexibility for remote/hybrid work

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85% of "30 Under 30" honorees would consider returning to work for a destination.

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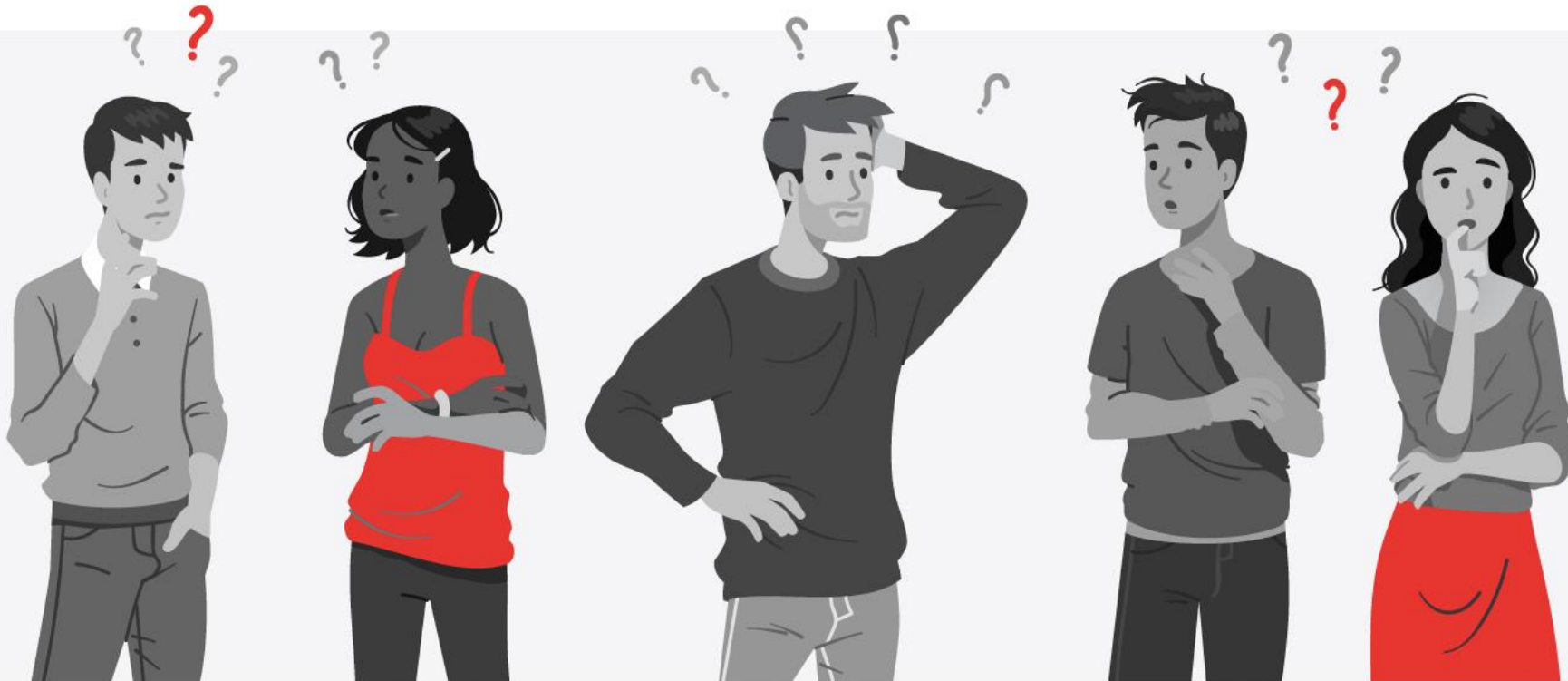
Key Findings

(Those who stayed and what they need)

FINDING 1

71% list "passion for travel and their destination" as the primary reason they continue to work in the industry.

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The most important engagement factors for "30 Under 30" honorees still working for destinations are:

Work-life balance

Meaningful work

Fair financial compensation

Schedule flexibility

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Workplace Engagement

Participant Industries

- Transportation — 5%
- Consumer brands — 11%
- Digital service firms — 25%
- Real estate development — 5%
- Destina[tion] organiz[ations] — 54%
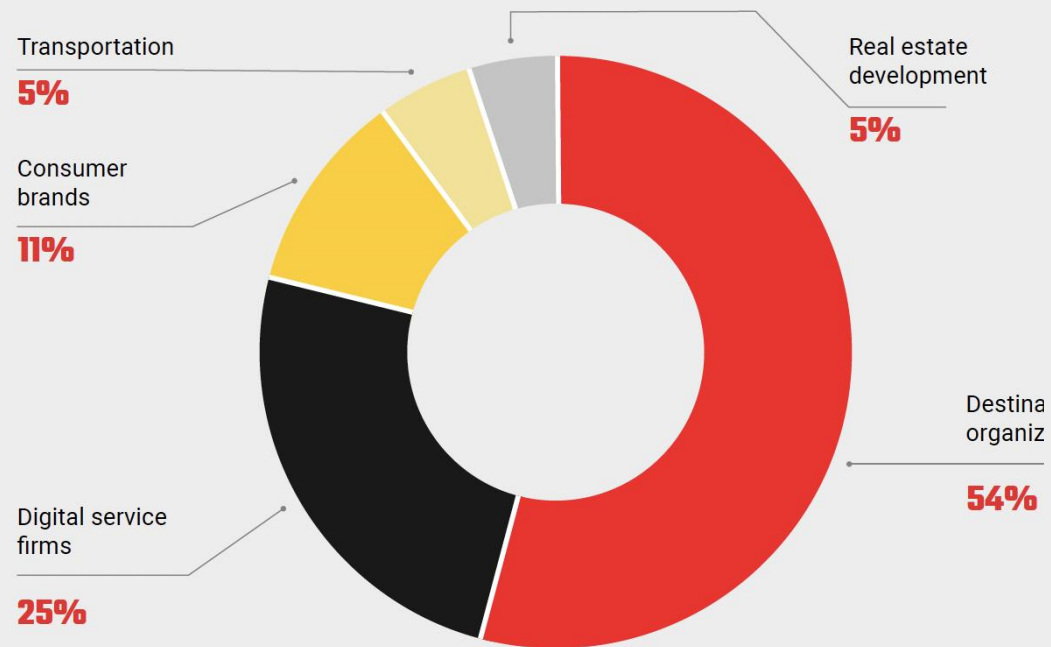
Participant Tenure with Current Organization

- Preferred not to respond — 4%
- 10 or more years — 16%
- 5 to 9 years — 17%
- Less than 1 year — 27%
- 1 to 4 years — 36%

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Participant Gender

Preferred not to respond
5%

Male identifying
45%

Female identifying
50%

Participant Age

Preferred not to respond
4%

Under 20
1%

20 - 29
17%

60 or over
10%

40 - 49
23%

50 - 59
22%

30 - 39
23%
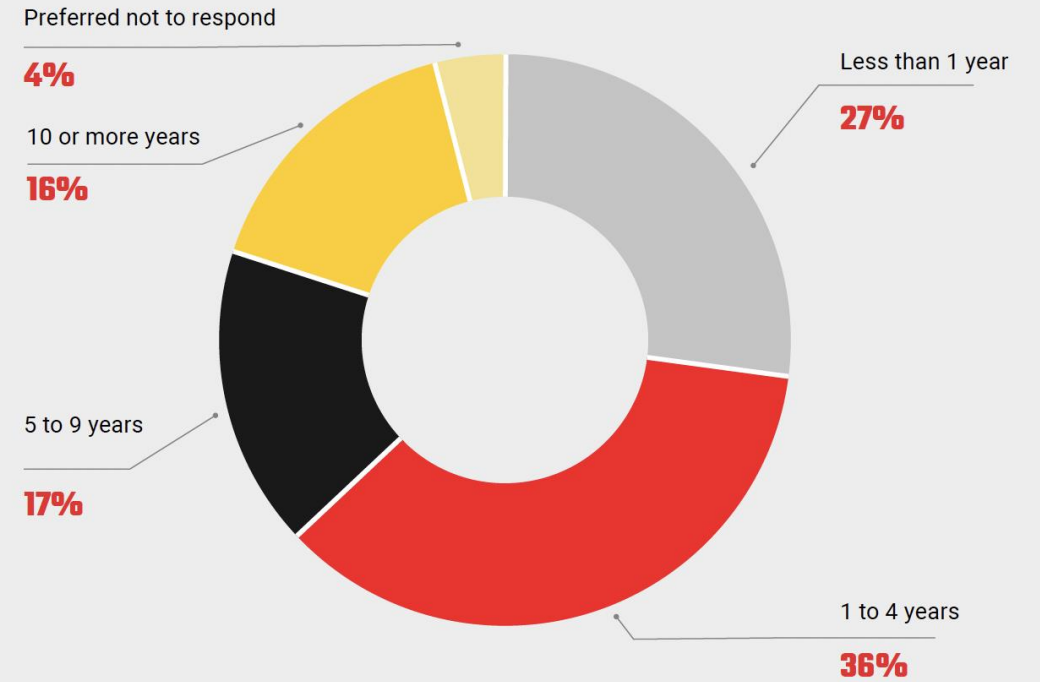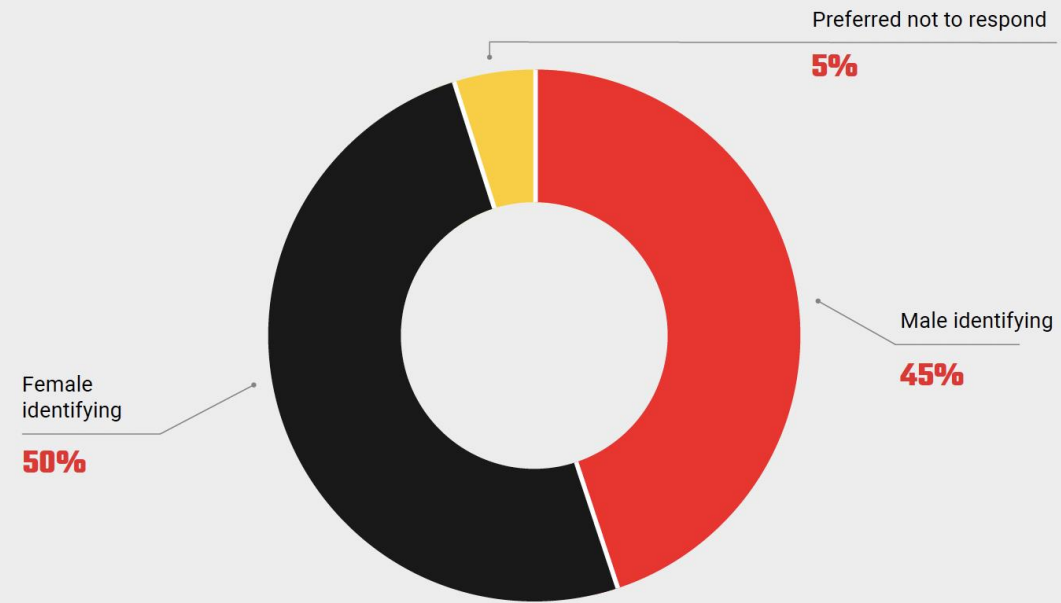
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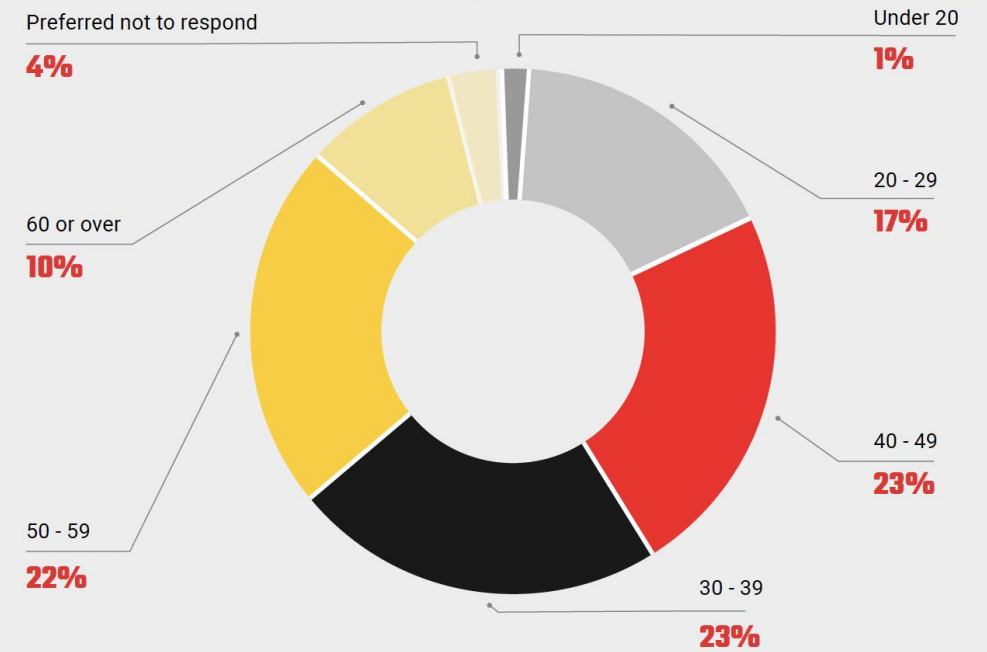
6 Key Findings

FINDING 1

Of the 58 factors of culture surveyed, respondents are feeling **the most engaged around their relationships with coworkers and managers.**
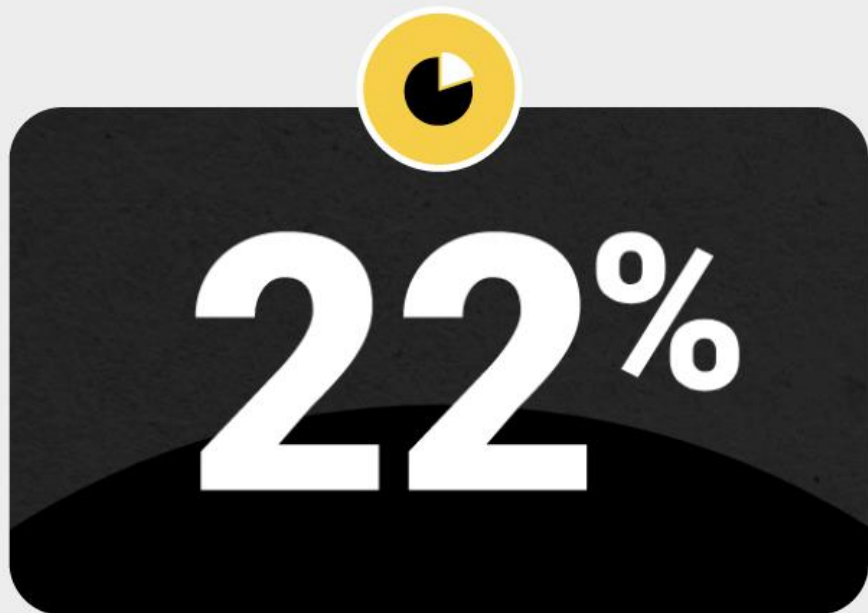
FINDING 2

Team members are hungry for clarity, opportunity, and planning around their personal development and advancement.

Just 22% of the respondents surveyed agreed that they have a personal development plan that is relevant and up to date.

Of the 58 factors of culture surveyed, respondents are feeling **the least engaged around the processes and systems they are required to work with**.
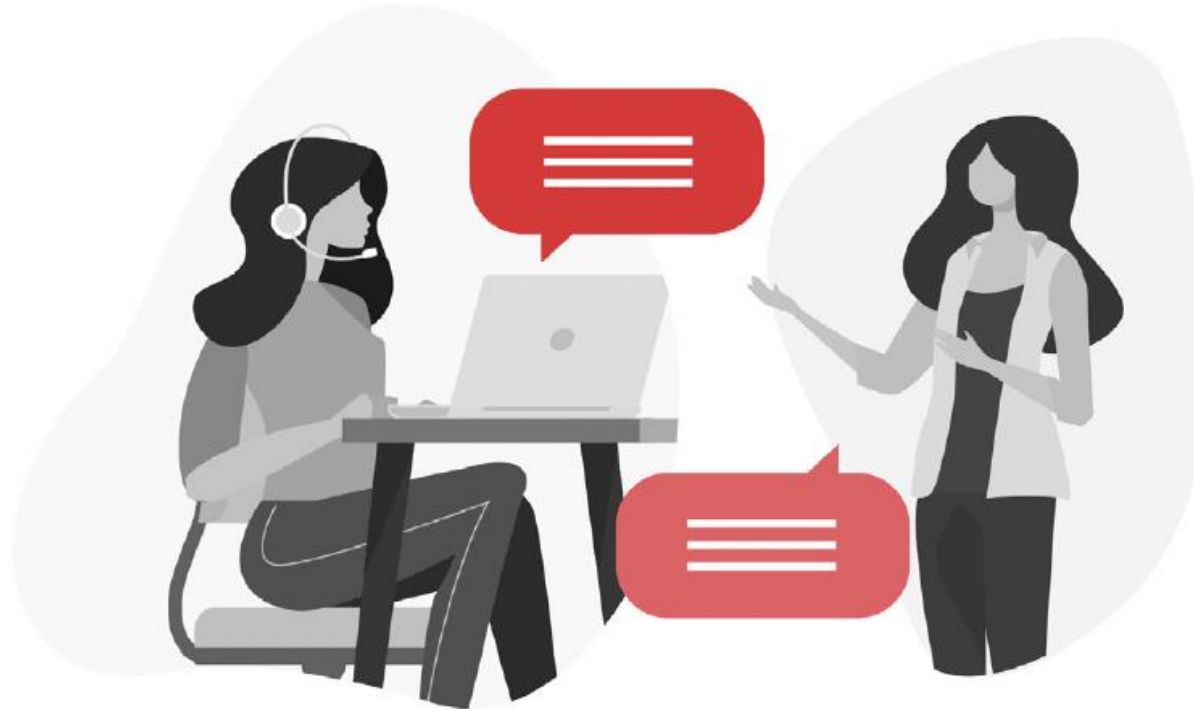
There are two leading factors that **most positively influence highly engaged work environments**. When these statements are felt within an organization, engagement tends to be high:

1 **The work environment is healthy, positive, and supportive**

2 **Effective leadership, committed to enabling team members to be successful**

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There are three leading factors that **most negatively influence poorly engaged work environments**. When these value statements are felt within an organization, engagement tends to be poor:

1

The organization is unable to implement improvements to processes and systems

2

Leadership is ineffective at taking corrective action when performance does not meet standards

3

Leadership is ineffective at removing barriers

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1:1

35%

35% of surveyed respondents either **never have a meaningful 1:1 meeting with their manager or meet just once per year to discuss their job performance**.

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The Intersection

Where data, human empowerment, and cultural transformation meet

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Gathering the Data
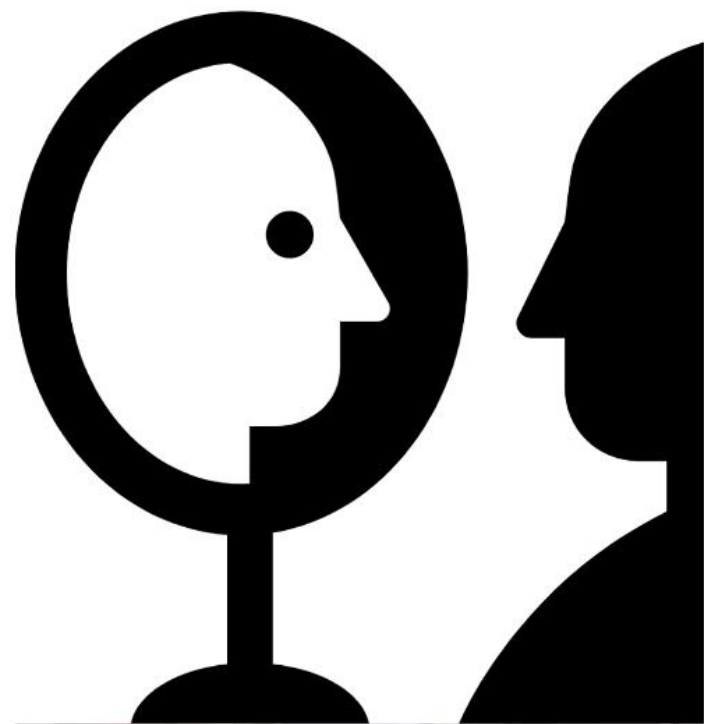
SELF-AWARENESS

GOLDEN RULE VS. PLATINUM RULE

I.D.E.A. TOOL

TREAT OTHERS AS YOU WOULD LIKE OTHERS TO TREAT YOU

TREAT OTHERS AS THEY WOULD LIKE TO BE TREATED

AWARENESS OF OTHERS

THE TITANIUM RULE

A Coaching Mindset

TEAM ENGAGEMENT

Birkman Signature Group Reporting

Delivered to strengthen understanding and relationships

Birkman Signature Report

Individualized reporting to build self-awareness

Extrovert

Task

People

Introvert

INSISTENCE
Your approach to details, structure, follow-through, and routine

Placing a high value on system and order, you display definite strength in your preference to work from a plan. You can attend to detail, anticipate difficulties and include contingencies in your planning.
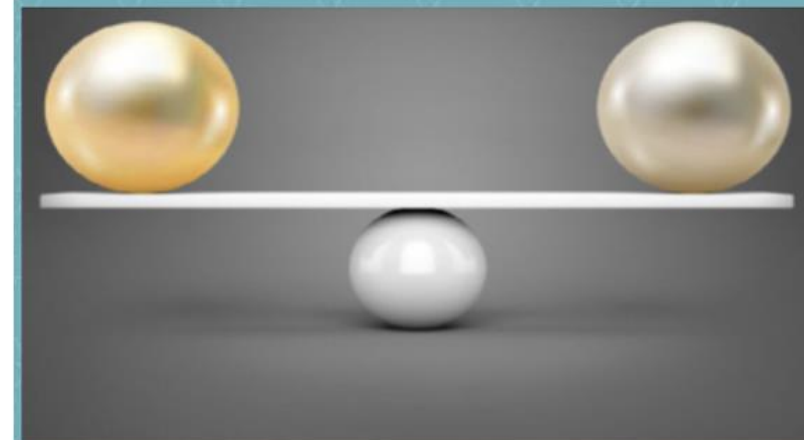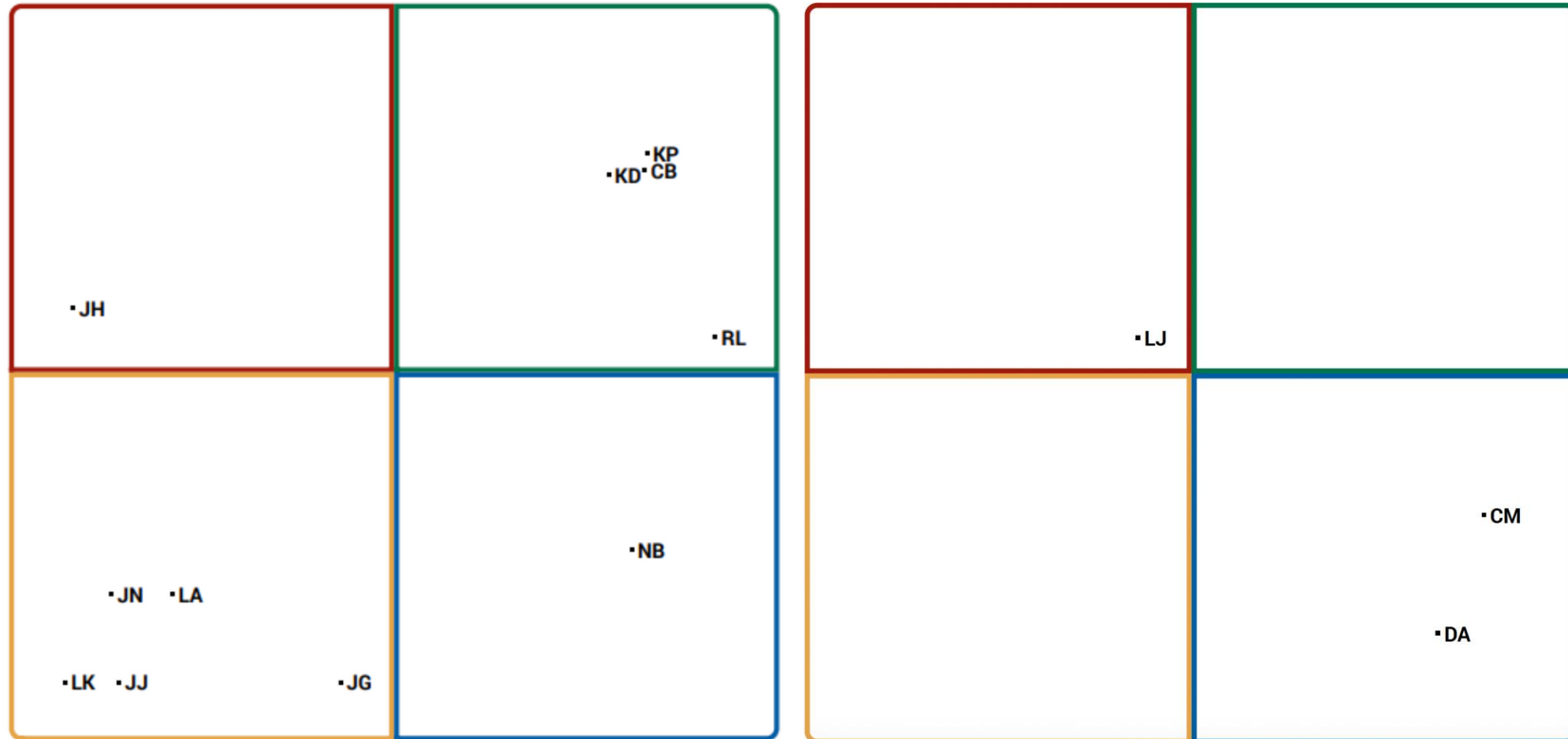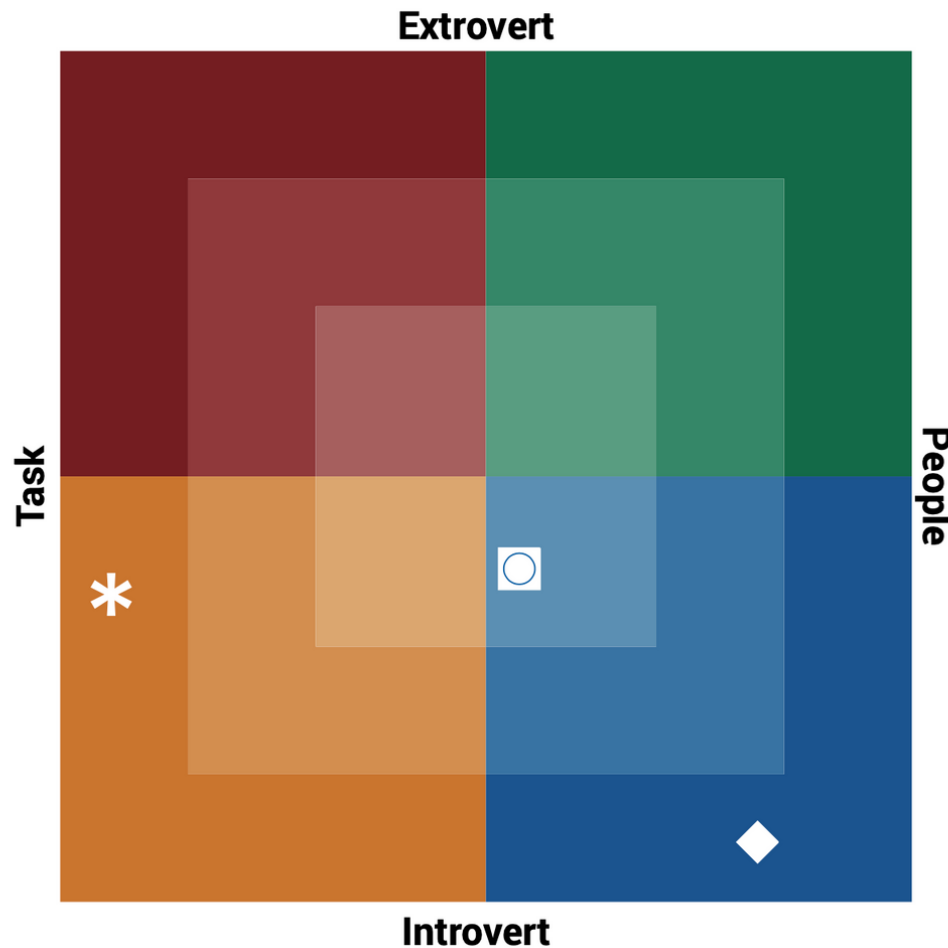
Usual Behavior:

- systematic
- procedural
- concerned with detail

Needs:
It is important to note that your strengths are maximized to the extent that your plan is of your own making. Even though you will put systems and procedures in place, you need occasional opportunities to bend your own rules.

Causes of Stress:
Since you try to put first things first, you logically emphasize systems and control. External interference in your plan can frustrate and distract you. You may over-react to pressures that threaten your personal freedom.

Possible Stress Reactions When Needs Are Not Met:

- over-generalizing
- neglect of order and system
- weakened follow-through

Usual Behavior

1 — 97 — 99
Flexible and open to new approaches   Blend   Organized and sequential

Needs

1 — 16 — 99
Only an outline plan to follow   Blend   A definite plan in place

Stress Behavior

1 — 16 — 99
Weakness in follow-through   Blend   Over-insistence on following procedures
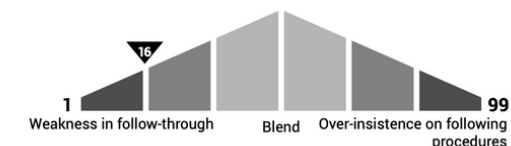
Our Leadership 360 Review
Stakeholder, peer, and team member feedback to fuel growth

Building Block #2
Managing for Results

Managing for Results is the second essential building block for leadership. A productive, focused and results oriented leader constantly strive to be better in their key result areas and become a role model of excellence for everyone who reports to them. They are ruthless about weeding out incompetence and poor performance. Leaders demand quality work and insist that people do their jobs well. The leader sets the standard of excellence. For this reason, leaders are committed to personal excellence and achieving results in everything they do.

People are most inspired when they feel they are working for an organization in which excellence is expected and they have a role model to look up to. The very best way to motivate and inspire others is for a leader to actively live out a commitment to results and continually benchmark performance (personal and organizational) against the very "best in class" in their industry.

To what extent your leadership …	Leadership360 Score 2023
Translates business strategies into clear priorities and objectives for my work	-22
Challenges team members to improve existing processes and procedures	-11
Uses data to support decisions and to measure the impact of those decisions after they are implemented	13
Trusts people do their jobs and gives them the authority to make decisions relevant to their area of responsibility	45
Provides feedback and coaching as it relates to defined goals, desired results and individual performance	-50
Managing for Results Overall Score	-5

The thing (attitude, behavior, action) that creates my greatest frustration with ___ is…..?

Response

1. Delayed and/or unconsolidated group feedback and changing direction create the greatest frustration between teams as it often impacts deadlines, reduces resource efficiency and reduces the ability to be proactive from a strategic planning standpoint. We understand the challenges of circulating items through the larger team for review and know that some of the bandwidth constraints will be eliminated with the team's new hire once they come on board.
2. He can seem disinterested in sharing information, goals or priorities
3. He doesn't come across engaged with the organization, destination or his peers. I do not see any leadership or proactiveness to lead a group or project.
4. I have no frustrations with ___ - I haven't had a chance to collaborate with him very much.
5. I haven't been able to get to know ___ as closely with him being somewhat spread thin, he could be even more vocal and expressive during leadership and team meetings to show his engagement and investment in the organization; this could also help with junior team members' professional development by being more exposed to his thoughts and experiences.
6. ___ can often appear disengaged from team meetings, either on his phone or laptop consistently. I wonder how vested ___
7. ___ is incredibly busy which does not leave time for coaching or mentorship.
8. Nothing has frustrated me with ___
9. Seems distracted or disengaged in meetings.
10. This doesn't cause me frustration, just an observation. In group leadership meeting situations, ___ often seems "checked out," looking at computer/phone and not really engaged. Again, he may just be multi-tasking, but I think this detracts from his role as a leader at ___
11. Too often there is no response from emails sent - not delayed responses - actual silence and no response ever. Also, ___ doesn't seem overly enamored with ___ making it hard to trust that there is a real commitment to being a part of our team at ___

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The Six Leadership Building Blocks

1. **Inspiring Excellence**

2. **Managing for Results**

3. **Promoting Collaboration and Teamwork**

4. **Encouraging Individual Achievement and Growth**

5. **Supporting Critical Thinking and Consensus Building**

6. **Personal and Professional Development**

Our Annual Culture Index
A dive deep into your organization's current culture

Leadership Impact – Maximizing Performance

Org-Wide

Leaders have an enormous impact on your team members and their performance. Leaders set expectations and help create an environment where those expectations can be met. High performing leaders trust people to do their jobs without micro-managing them, and still hold themselves and others accountable. Most of all, high-performance leaders keep their promises.

To what extent our leadership…	Fired-Up! Index Score			
	2015	2017	2018	2019
… sets clearly defined job performance expectations	-33	-52	32**	32
… gives me the opportunity to do what I do best in my job; utilizing my skills, gifts, talents and strengths	37	28	50*	50
… trusts me to do my job and make good decisions	67	48	63*	55
… gives me the freedom to perform my job without being micro-managed	74	48	66*	53
… holds themselves and all of us accountable for following through on our commitments	19	8	61**	63
…keeps its promises	30	12	55**	42

*>10 Positive Point Increase. **>25 Positive Point Increase.

If leadership could make one change to improve how it leads, supports and interacts with you to help you deliver as much value to the organization as possible, what would that change be and why?

Response

1. A clear number on how much we each receive in PD funding per year.
2. A proper onboarding plan for new hires. Ensuring new hires are well equipped to be successful in their new roles. My onboarding after my start date felt like it lacked structure.
3. Be open to change and new ideas
4. Continue to identify what we can and cannot take on as an organization.
5. Foster a culture of performance. Currently far too much complacency and people do not appear to be held accountable for poor performance.
6. Getting rid of the peer feedback. Instead placing more emphasis on building trust with HR and management. I have a manager that I trust and respect, but not all may feel comfortable talking to their manager about toxic coworkers. Also, addressing toxic coworker situations in a timely fashion.
7. I would have more often 101 meetings to give and receive feedback,
8. In order for there to be more employee retention past the two-to-three-year mark, there should be more salary increase incentives or unique benefits offered in addition to professional development opportunities during office hours.
9. Invest in employee growth
10. It could be a good idea to introduce a personal development plan template for each new employee and set time for one-on-ones with your supervisor to review how you perform.
11. Leadership could be more open and direct when providing feedback. Often feedback is provided in a vague way where the outcome isn't clear cut or certain. This would also help them take more appropriate corrective action when performance is not up to standards.
12. Leadership must demonstrate trust and confidence in their team by delegating more business, government/association and destination building relations and activities to staff.   Currently management has a tendency to control all external business development conversations...involving staff in these types of activities would reduce stress and pressure on management and demonstrate to staff that they have a role to play in the progress of the organization.
13. More check-ins on the bigger picture. We spent a day reviewing the new strategy plan but haven't checked back in on it. My weekly meetings are very micro but I think taking a step back and looking at the macro every now and then helps tie everything back to our larger goals.
14. More communication in between different teams and leaders.
15. More face-to-face time in the post-pandemic world
16. More frequent meetings with follow up.
17. More transparency to see how and why decisions are being made
18. More understanding between departments
19. NA - I really like the way this organization is led.
20. No change needed
21. Nothing, I believe I have the tools and guidance I need from the organization. I believe it is more up to me to follow through on my development.
22. Offer more coaching or learning opportunities
23. Prioritize retention
24. Provide more adequate training to new employees specific to the role, including thoughtful one-on-ones regarding performance from the very start.
25. Provide more guidance or coaching on career growth, outline what opportunities are ahead within the organization, and clearly explain how to get to that next step.
26. Right now, I find it is doing well in how it leads.
27.
28. The leadership style has changed, and it's not one I am used to. I have vocalized this to my manager already so hoping things will improve.

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The Six Culture Building Blocks

1. Our Why

2. Our Way

3. Customer Promise

4. Leadership Impact

5. Teaming

6. Work Environment
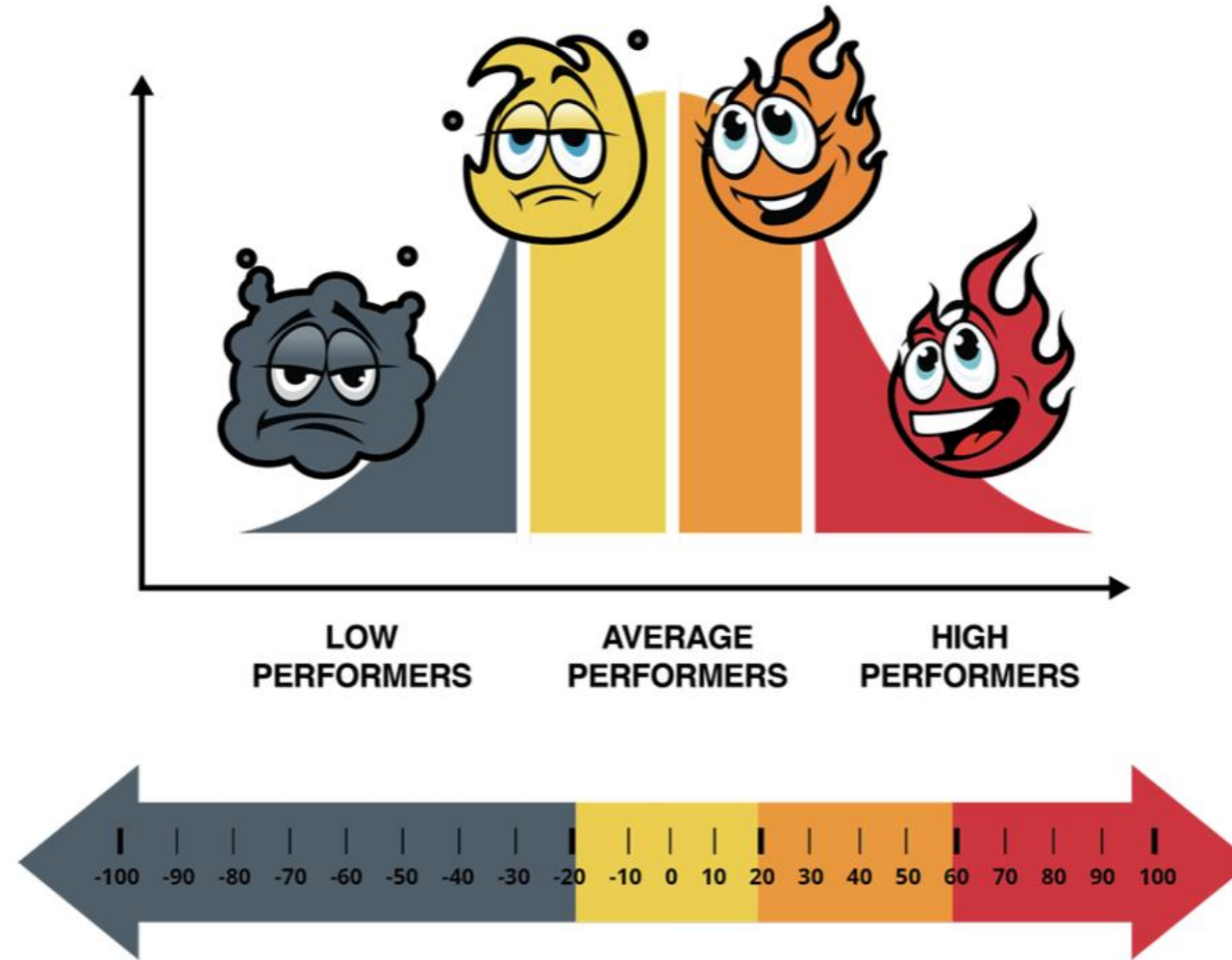
Transforming the Culture

Utilizing Data

+

Empowering humans

+

Implementing Improvements

Engaged Workplace Culture

Culture Shaping Process:

Discover – what is?

Dream – what could be?

Design – what will be?

Deliver – who, when?

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Higher Impact

Lower Actionability

Higher Actionability

Lower Impact

Top-left quadrant (blue):
- Budget for additional staffing to support increased business demand
- Utilize technology to allow for remote response capabilities
- Create a process to include guest service feedback/comments into the resume meetings
- Quantify the dollar value equivalence of last-minute change requests – while still accommodating with a YES culture
- Create a comprehensive process for sharing direct contact channel information
- Implement ongoing cross-departmental training programs
- Create a client workflow/communication "tool kit" – include incentives for timely performance
- Focus on increased training and recruitment activities during off-season
- Prioritize access to information for group activities outside the convention center - digital/printed schedules, white board, newsletter, etc.
- Create temporary storage during high-season (October - April)

Top-right quadrant (green):
- Prioritize and plan for needed infrastructure and equipment upgrades
- Update accurate service areas and diagrams
- Include representation from all departments in regular "stand-up" meetings
- Embrace core value of RESPECT by always assuming best intent first
- Commit with intention to the core value of COMMUNICATION by scheduling and participating in regular cross-departmental meetings
- Offer PTO incentives for exceptional service
- Instill and embrace the core value of SUCCESS through the practice of personal accountability
- Provide staff incentives - tickets, etc.
- Prioritize the value of PERSONAL RESPONSIBILITY within all areas of the organization –be resourceful, anticipate needs of others, etc.
- Embrace the value of HOSPITALITY in humanizing the guest experience
- Establish process to communicate Savory's setup plans/locations
- Secure additional funding from City of Palm Springs for improved infrastructure and building reputation
- Implement daily "stand-up" meeting cadence
- Establish and communicate policies to support real-time changes and communication protocols
- Establish and commit to information deadlines from clients and vendors
- Plan for more Team Building activities
- Create a Social Committee for fun activities, etc.
- "Lean in" to our culture of YES

Bottom-left quadrant (orange):
- Create fun workspaces - utilizing green room
- Provide covered parking
- Add a breakroom to the visitor center
- Work with Visit Greater Palm Springs to develop strategies for accessing area hotel booking systems/availability
- Develop a web-based portal for individual convention information/details
- Conduct an organization-wide technology assessment
- Create an organization-wide wellness challenge and celebration - wellness space/health pods
- Consider staff perks such as massage, etc
- Establish a reliable authorization notification process
- Specify protocols for approvals that deviate from standard policies
- Implement a day-off cross-training model
- Refresh the client entry area
- Obtain daily/weekly operating hours and guest information at convention center hotel
- Focus on increased utilization of "Momentus" for broad-based communications/information re: convention center groups and events
- Prioritize training, processes and communications related to "Asset Essentials"
- Bureau of Tourism to visit client stakeholders
- Identify technology improvements for scheduling and time sheets
- Create a knowledge-based resource to allow for self-service training and assistance with "Momentus"
- Upgrade and standardize monthly report
- Improve interactivity of client pre-con meetings (e.g. keeping one pre-con set up at all times)
- Audit and update the annual review policies
- Send blogs to all staff
- Organize all photo drive files
- Offer onsite cafeteria/food options
- Create a working group to establish new communications strategies with convention center partner h
- "Lean in" to our laid-back "Island Attitude" both internally and externally
- Have a pinata party to celebrate the wins
- Create a Nap Pod

Bottom-right quadrant (yellow):
- Include Finance in resume meetings
- Assess deadlines/charges/penalties for outside contractors causing delays (incorporate into contracts)
- Establish a "stand-up" meeting cadence
- Consider a formal work from home policy
- Partner w/Main Street to request local business information such as seasonal hours & updates
- Be intentional and committed to the core value of HONESTY related to client accountability and timeliness of receiving details
- Establish and communicate well-defined policies related to hybrid/flexible work schedule
- "Blacklist" underperforming third part subcontractors
- Create a positive attitude token/reward system
- Plan all-employee outings and events (zoo, etc.)
- Create annual traditions - chili cook-offs, etc.
- Utilize technology for real time praise and recognition
- Hold formal in-person training sessions on "Momentus"

Best practices and success stories

1. Visit Irving Texas

2. Ottawa Tourism

3. Visit Tucson

Remote Work

2 days mandatory in office

Weekly bi-weekly or monthly all team meetings

Contract or acknowledgment for working from home (mostly that it is a privilege and not a given and can be revoked)

Weekly manager/team member touch points

Team wide communication regarding crucial information or big wins/praise

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Flexibility to handle personal appointments on days out of office.

Creating new hire communication channel and welcoming at all team meetings.

Host more regular team get togethers for relationship building. "Meet your Peeps-za" joint team staff lunch one a month (thank you Maura Gast).

Some type of stipend for working from home, i.e., internet reimbursement, cell phone.

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Challenges

Feeling of not knowing who anyone is (especially new hires) or what is going on.

Emails of texting is a VERY different communication message than in person.

Reinforces silos.

Stakeholder expectations, they are not remote and sometime do not understand.

Talent retention, especially younger generations. We would lose many to in office.

Fairness across positions and responsibilities in DMO. Some must be in office more than others.

Relationships not as strong.

Career Pathing

Personal and team training and development.

Working with manager to set clear goals and pathways to promotion.

Looking at succession planning early on, especially if a retirement or move is known to give the identified team members to the tools to succeed.

Coaching and mentoring either internal or external.

Encouraging team members to get involved with a local Young Professionals Group to network and further hone skills.

Your Turn!

Facilitated Group Discussion led by Meg

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Contact us!

Linda John, CDME
VP Destination & Travel
Practice
ljohn@firedupculture.com

Meg Winchester CDME, CMP
Senior Advisor
mwinchester@firedupculture.com