

Make Great Company Culture a Part of Your Strategy with Jene...

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SPEAKERS

Jenean Perelstein, Halie Morris

- H** Halie Morris 00:10
Hello, everyone, and welcome back to the Business of Cleaning. My name is Halie Morris. I'm your podcast coordinator and host. And today I have with me Jenean. Jenean, I'm gonna let you introduce yourself.
- J** Jenean Perelstein 00:22
Thanks, Halie. It's great to be here. So I am a business anthropologist. And that means that my background and training is in socio cultural anthropology. So I focus on the culture of businesses, and making sure that cultures are designed and aimed and ideal to create a workspace where people want to show up for work, where they're positive, and they're being productive, and, you know, ultimately profitable for business owners. So that's what I bring to the table and the work that I do I work in tandem with a with a larger team of people who help businesses in the cleaning industry be the absolute best that they can be for their clients.
- H** Halie Morris 01:14
So I'm curious, how did you get into this particular field of study?

J Jenean Perelstein 01:20

Um, you know, that's interesting. I traveled around a lot when I was younger. I lived for a while in Bavaria, I taught skiing and mountaineering in Bavaria, where I met my husband. And then together, we traveled quite extensively through the Middle East and India, I ended up doing my graduate research in India. But before that when I went to finish my degree- I had paused my undergraduate degree- I decided what was it that I've seen about the world that really fires me up, what really lights me up, and it was the study of different behaviors, how one behavior in one culture could lead to different kinds of results than another behavior. And then along with that, the beliefs that correspond and so when I went back to school. I thought, well, that anthropology is the route for me, this is the. This is the field that will allow me to lean into that more deeply. And so that set me on a path that took me in many different fields. I was in the nonprofit sector for many years, which led me to business anthropology.

H Halie Morris 02:41

Wow, it's really interesting to hear, because anthropology is something- I considered it at once, but I was always like, what do I do with it? Yeah, it's me being curious about things and wanting to learn, but then for somebody who needs money to survive, which is like, most people, I was like, how do I turn that into a job or a career and ultimately, I went down the business route myself, and chose to do HR and marketing. But it's fascinating, because people are extremely complex beings. But there's a lot of patterns and things that you start to see. I did psych research for a semester with a grad student over how people responded to certain stimulus, like drawing and things like that. So that was kind of cool. But as far as taking that knowledge, now, you're showing people, okay, this is what we're looking at, but this is actually how it directly impacts your business and what you do every single day.

J Jenean Perelstein 03:46

Right. You know, I find that a lot of companies that are out there, they they know that their workplace culture affects their output, their deliverables, or their bottom line even. But they don't necessarily know what that means, what culture means, how to identify it, or certainly how to shape it. And so, that's really the work that that I do. It is going in and helping people identify, what's the culture that you have today? What's the culture that you want? And how can you bridge that gap between where you are today and where you really want to be?

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Halie Morris 04:25

And then I'm sure you're probably dealing with a little bit of it seems like a lot of businesses are on board at recognizing that culture is vital and important, but I do feel that sometimes it still gets pushed to the side when other projects come up. Yeah, you deal with making sure people know how important it is right?

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Jenean Perelstein 04:46

Exactly. You know, a lot of a lot of people fall to the level of their training and of course they do and that will lead them down a path of focusing on strategy, and that's fantastic. I run strategic plans for businesses. I'm a stickler for strong and efficient strategies. But having said that, once you have strategy or policy in place, where people have a tendency to forget is that it's actually human beings that implement that strategy. And unless you can get the human beings on board to implement that strategy in the right way, it's never going to take. There were so many times that I was doing a strategic planning retreat before it really figured out where I was meant to be in the business world, and I would look at their strategy through the lens of an anthropologist and I started thinking to myself, this, the strategy is fine. They don't need to change what they're doing. They need to change the, on the level of the people who are doing it. So it really was a lightbulb moment for me actually, in in that Oh, my gosh, as an anthropologist, I actually have the tools to help with behavior change in a very fundamental way on the level where change actually takes place, not not from simply saying, you need to do this, you need to change your behavior, you need to adopt this policy, because I say so, but on the level of where human behavior actually gets changed.

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Halie Morris 06:30

Yeah, I took a change management class in college with really great professor. I mean, it was one of the one of those classes always booked up as soon as it opens. It had opened late, so I got to slip in. One of the things [from that class], there is a funny video that we watched, to press the point, but one of the big things was, it's not the leader that actually creates the change. Because if it's just one person pushing change, it doesn't actually happen. It's that first and that second, and that third follower that eventually brings the group along. It's those people kind of lead the pack. I don't know if you ever saw the dancing guy on the beach?

J

Jenean Perelstein 07:08

I did. "The first follower." Yes, absolutely. Yeah, it's a big thing in change management, for sure.

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Halie Morris 07:15

Yeah, very, very iconic and we all enjoyed the video, especially but it wasn't that first guy who started dancing and said, we're going to change the tone of the beach. It was the people who joined him, and the people who got on board, and there were things he can do to be more inviting. But ultimately, it's the same thing in your company. You can say we're doing this, but if nobody follows you, then you're not doing it.

J

Jenean Perelstein 07:39

Yeah, that's exactly right. And if you don't mind, Halie, I'll share with you the definition of culture and how workplace cultures come about. And it'll tease out exactly why that's so powerful. So we as individuals, we all come at everything that we do with a set of attributes, and the attributes that that I am particularly interested in, when I'm looking at changing policy changing structure within a company, there are four of them. And in the order of change ability, I put them at attitudes. Now attitudes are easily changeable, they're kind of your state of mind or your feeling in any given moment. And, you know, you can have an attitude one day that changes under a different environment on another day. The second one is your behaviors. And that's you know, how you implement the things that you do to implement the policy that your company says that you need to be doing, or that you want other people to be doing behaviors or simply your actions and your reactions to certain stimulation. Then the third one, again, in order of change ability, you know, you can change attitudes easily, you can change your behaviors. But there it's particularly particularly tied with the third attribute, which is your beliefs. Now, your beliefs are your conviction in the truth of something. And it's interesting to note that, it doesn't necessarily mean that beliefs are true, you know, we can think of that in the political spectrum right now to think that there are people who believe differently than I do, but we're just convicted in the truth of it. And, and, and we hold dear to our beliefs. And the reason this is so important to be looking at in terms of culture is that our behaviors are tied to our beliefs on the brain level, our brains are going to always compel us to behave in accordance with our underlying beliefs, particularly in times of stress. And and it's wired that way. Certainly, we can use willpower to overcome that but that's the difficult way, that's, um, that's the long slog. Because when we look at the level of changing our beliefs, or aligning our beliefs to the company or to the structure that we're working within, that's when the behaviors start coming more easily. But then the fourth attribute that I look at as is your values or your values, and those are the standards are the qualities that you deem worthwhile. And your values are the least changeable of all we kind of grow up with our values in a certain way, they can be changed, but they're not as likely to be changed. So every individual concept, what we do with these certain attributes, and then when we start sharing those attributes in a group of people, and we create norms, we create traditions around those shared attributes. That's what a culture

is, now we have a culture. And that's why every workplace has a culture or even every smaller group within a workplace, you know, a subdivision or some a location, or a team or a shift has their own culture because of those shared attributes. And the reason why I teach this is because we can lead from any position, you know, it doesn't like, as you just mentioned, Halie so astutely, that it's not necessarily the the top person that shapes the culture, it could be anybody within that culture that simply has influence. And so you know, when you talk about the video of the dancer, and he's out there alone in a big crowd, and he's having such a great time, and one other person believes, Oh, my gosh, that looks like fun, I'm going to join him and starts behaving in that certain way. Now, you've started a trend, but it was really that first follower, you've got three, now you've got now you're really trending, you've got three people who have beliefs that this would be fun and corresponding behaviors, you know, certainly their attitudes are probably aligned in this in this moment, in this brief period of time, now you're starting a cultural impact. So in looking at culture change, you look for the influencer. So that would be the dancer in this scenario. And then you look at how the culture is being shaped and being directed and guided because of the influence that they have. And that's exactly what it is that I'm looking at when I want to shape or create a more positive and productive workplace culture.

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Halie Morris 12:40

It makes me think, too, if that first follower had responded differently, how the the mood and reaction of the people around them could have changed, they could have been mocking or been like, I is that person dancing, and then you would have had a much different situation. Exactly. It's what leaders face to they have this great idea for change. And they start to do it. And sometimes you have either like your supervisors or your team members that are those influencers, and those people have, have the ear and respect. And if they're not on board, and they respond negatively, the team tends to report and follow and then yeah, so it is one of those things that when you talked about each team, or each group, or each unit, having its own culture, you know, you think of, I've actually moved positions in this company from HR, over to marketing, and it was such a different tight team dynamic, the way we interact is different. And we've started to shift our own team culture by having weekly meetings now where we get together, we have power walls, and we bring our separate separate efforts into the whole because we've got video on one side animations, podcasts and social media and some interact more than others.

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Jenean Perelstein 13:58

yeah, and you can probably start to see who is influencing the culture more than other people. And that doesn't necessarily mean that they're in a position of leadership. You

know, this is another thing that people mistake in developing their workplace culture, they think that positions of leadership are the things that you know, the power that comes from that are what shapes culture and and that's not always true. As a matter of fact, sometimes it's the person that's shaping the culture the most, most is the least one for you to suspect, I had a team I was working with in a large automobile manufacturing company, that was part of a they had a certain kind of production quota. And, you know, this is a factory that's working three shifts, you know, 24, seven all the time. And one shift slowing down can affect the productivity of every shift. behind them. And there was one particular shift that was extremely slow in what they were doing this was this is still in the cleaning industry. But of course, that impacts the production value of cars running off the line, right. And, and so this one shift was so incredibly slow in their work. And when I went in there I was looking for, who is it that has influenced in this group. And what I found was a very tiny woman, very small in stature. And she even had, she was very introverted, and she had a very soft voice. And so she's just the opposite visual picture of somebody that you would think would have outward influence on her culture. And she worked slow as molasses. And my question that I was wondering, when I went in there and was watching all of this is why is she the one that setting the pace for the entire team here? Why are they matching her? And what I learned was that it was her father, who was the pastor of the church that everybody else on the team attended. And so she had a level of status in the outward community that she carried over into work. And so they deferred her on a very subconscious level, none of it did it, none of them did it. It was all very subconscious, which is it, which is where beliefs originate is in your subconscious mind. And, and they matched her pace, they differed to her and so we weren't going to get the productivity to increase until we addressed these deeper beliefs that had nothing to do with the policy of how quickly the company thought that these areas could be cleaned.

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Halie Morris 17:00

No, it is, it is very interesting, because it's like you said, it's not always the loudest or the most boisterous people or even like the loudest, most negative people who definitely have their own impact. But there's quiet slight, it's just like the influencers online, you know, they're, they have that name for a reason, but you have people who maybe aren't as loud and as obvious as some others. And yet, they're still setting a tone for interactions and the way that these communities are shifting and moving around.

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Jenean Perelstein 17:33

Right Now, having said that, people in power positions do have influence and that's important to know, you know, it's, it's a big deal to, to be in a position of power, because you can, um, you can be seen as threatening, or allowing or steamrolling, or, you know,

many different things that will affect the way people feel about where they're working. And, you know, that really brings up another big issue of what shapes your workplace culture is, the emotional safety, that people feel in their workplace, or psychological safety is another way, another term that that gets used for this. And this is the idea that people really stay in a job, or they leave a job based on how they feel based on whether or not they feel secure. And that security can come from many different places, you know, whether or not they feel like they're going to be shamed for bringing up a new idea, or it's going to be welcomed. Or what happens in the culture, when somebody fails, when somebody makes a mistake. How is that handled? How does How is somebody made to feel while they're there, because people will tolerate and negative emotional state for only so long before they start feeling like they don't belong. And belonging is a major component of culture. People need to feel like they belong. They want to they want to tribe, they want to a sense of being somewhere where they're comfortable. And if the power plays by somebody at the top, or maybe even even a mid level area, if there are power plays in a negative way, that will ultimately start reflecting very negatively in the productivity of the people who are working for that.

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Halie Morris 19:40

And, you know, you'll notice, even if one person doesn't feel emotionally safe, like if one person has

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Jenean Perelstein 19:47

a negative relationship with the boss on the team, and they don't feel like they can come to them, or they don't feel like they can just talk because it will make it back to that path. Right then it starts to kind of leak out into To The Rescue Team, that feeling of at least that discomfort, they talk naturally, but even though they carry themselves, absolutely, and then if you play that movie forward a little bit, what ends up happening is that that particular team will stop innovating, they'll stop being creative, they'll stop being able to solve problems in an effective way. And now you've got total stagnation. And, you know, for companies that are interested in either growth, or even in achieving excellence at a at where they are, they will create blockages in that way. And, and it can be a horrible thing for a workplace and for the outcomes that that workplaces looking for.

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Halie Morris 20:45

Yeah, I've seen this to an interesting spot where, uh, you know, in some of these bigger businesses, they have different departments and different teams, and where one good leader has like a really great team culture that he's cultivated, and he's made it a really

strong team very productive and a place where people want to be, but then that leader himself doesn't feel the same emotional security and eventually finds a different position. And what happened in that situation, is that the team eventually followed him out the door is whether they stopped their own spots, or actually ended up on his future team.

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Jenean Perelstein 21:19

Right, it's a tricky situation. And it's one of the things we talked to the companies that we work with about quite a bit is in hiring for fit, you know, if that if that kind of mid level manager, say creates a team that's conducive to his leadership style, and creates a culture that works for him, but everybody above him is not part of that culture, it actually means that for that company, he might have been a bad fit, he was a fit for it, he and his team were fit for some other company that was going to support that. And so that's one thing we look at is are you even do you know, what your culture is? Is it what you want it to be? I mean, maybe the the upper level really wanted that the kind of culture that they were operating from? And are you hiring for that culture that that you want. But the other piece of that is that I teach the, in the leadership component of workplace culture that I do. I teach leaders not only how to manage below them, to create the teams that they want working for them, but I teach them how to manage up in ways that they can actually influence change above them as well. That's not always the easiest thing to do, but absolutely positive as possible. And it comes from the the tenant that we've already been speaking about, where you can lead from any position. And and that gets to be kind of a fun project to work on.

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Halie Morris 22:57

It is definitely true, because I know there's this idea that you have your position, anybody reports to you, and you stay in your bubble. But if you're part of a bigger business unit, and you have, there's natural influence, I think that a person has and how far it go, is different from person to person. But it never is just like hear down. Usually like whether it's your own boss or somebody else, there's some kind of influence you have there. And using it doesn't mean you're necessarily taking advantage of that relationship, it could just mean that you're using it to help and continue to aid your business. Exactly. Yes, that's absolutely true. Yeah. So it's very interesting. It's, you know, like, I think the company that I saw this team operating under, they really liked the culture of this team. But they didn't know how to adopt it. And I think the the great disconnect came, came sorry, you're fine, came when the person that leader reported to it was a revolving door people that just kept coming and going, and then, you know, they kept saying, Hey, you know, one day, we'd like to put you in this position, because we think that you would be a great fit. And then, you know, he had people who could, he had a natural line of succession. Ready. And they ultimately

just kept putting new people in that position. So it's very interesting, because they, I think, identified the culture that they wanted, but then it stopped there.

J Jenean Perelstein 24:35

Yes. And that's a very common pitfall that people run into is that they'll define a culture, you know, for that for a team or for a small silo, a sub culture, not really be able to influence the larger culture in an organization and that really just depends on where you are in the structure. But ideally, you've got leaders who also have power power has powerful positions, who can say, No, we want to set our culture for the entire organization based on what works, and what's most adaptable for our values. You know, this is another big piece of it. As I was saying, these attributes that go in order of change ability, if an organization has certain values within their mission, vision and value structure, and they hire people who don't share those values, you know that that is never gonna work. Those are people that you need to bless and release. If they have beliefs, if the organization has beliefs, you know, the people who set policies say, I believe that this is possible, or I believe that these opportunities are possible for us. Therefore, I'm going to set policy based on those opportunities and there are frontline workers, particularly in the cleaning industry, frontline workers who don't share that belief that's possible, you're going to have workplace culture problems. However, those you can overcome. Because we, as humans, can change our beliefs. We can align our beliefs and what most often happens is we can recognize hidden beliefs in us or mistaken beliefs in us, that no longer serve us that they just simply been they're hardwired into our brain from early on, often in our in our careers or in our development. When you do the work to challenge those limiting beliefs, and prune away the ones that don't serve you and replace them with ones that do, that may be more in alignment with the beliefs of other people in your organization. Now you're creating workplace culture that really sings.

H Halie Morris 27:06

So I'm curious. We're talking about culture of different teams, and of the unit as a whole. How do business leaders go through and actually assess where their culture stands right now? Because they might think they understand it, but do they really?

J Jenean Perelstein 27:21

Yeah, it's a really great question. In and we've already sort of been picking apart this process a little bit already. And the key is, one is that they need to be looking for those people who have influence, you know, it's a little bit of detective work, is who is shaping the culture right now? And why, why are they you know, why are they somebody with

influence, you know, like the woman who had a father of influence, and she kind of had that influenced by proxy? So, so who has influence? Who is shaping the culture? You also want to look at? How are they shaping the culture? You know, what is the what is being affected here? Is it an over an overlying tone of positivity, or negativity? Is it the pace of work, like I mentioned? is it taking excessive breaks? Or showing up late to work or some other behavior that you don't want? Or are there people who are shaping the culture in the direction that you do want, and you want to know who those people are, as well. So you know, you really need to look at deeply how your culture is being effective or effective, and who is affecting it. And then you look at their individual attitudes, behaviors, beliefs and values, that's when you you dig into deeper leadership work on the individual level, because change happens on the level of the culture and the culture only occurs because you've got multiple individuals working together. So so you have to have individuals who are on board with looking at their limiting beliefs and seeing if they if they are ready to be on board with larger culture.

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Halie Morris 29:23

So in that case, if you have someone that you know, perhaps is affecting your culture negatively as an influencer in the business, how do you start to address that, that a person or those circumstances in which they're behaving?

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Jenean Perelstein 29:40

This is one of the most fun things that I do as a business anthropologist because I have an opportunity to offer what in in many industries and in many workplaces is has only been available to executives. I take what is normally considered executive level leadership coaching. And I offer it and deliver it to even frontline employees to middle management supervisors, team leads, and even front level workers, frontline workers. And in doing so I work with them to develop a sense of self awareness, that is part of training that, gosh, you know, you and I probably didn't grow up with this kind of training, most executives have never gotten it until they hire an executive coach. Now we're giving it to people who are hungry for self mastery, you know, I mean, we all are, we all are. And when you give the gifts of this level of training to somebody who hasn't been given the gift of professional training, necessarily in their, in their lives, before they really meet you where you are, you know, I mean, I've had, I've had opportunities to work with some custodians cleaners who have said, you know, I've been doing this for 35 years, I dare you to teach me something there. And then we come in and, and we work with them on the level that they are, and we give them the gift of some, some training that seems very outside of the cleaning world. And, and they, they lean into it, and they love it, and, and it creates a level of positivity for them. That's not just in their work environment, but in their home

relationships. And, you know, in their community world, and in their sometimes their physical bodies get transformed. And, you know, just it's a this ripple effect that is just so beautiful. I was just thinking, I have one set of trainings that I did with with supervisor and team lead levels, at one time, and they were very, they were very jaded by the kinds of change that their company had rolled down in the past, they had, they were exhausted by all the change, you know, and they, when I was brought in, they're like, oh, gosh, you know, here we go. Again, it's just another another training that I've got to sit through, and it just means that I'm not getting my work done. And they were very resentful. And and once we got through what the training was, and the purpose for it, and some of the attributes of it, they were they were eating it out, it was like a bunch of kittens who had a dish of milk for the very first time. I mean, it was just, it was so exciting. And there was a woman from that group who I was able to see three months later, who came in, who came running up to me when she saw me Give me big huge hug. And she said, You know, I've been sharing some of this work that you gave to me, with my, with the youth group that I lead it at my church, and, and they're starting to, you know, these kids are starting to lean into knowing who they are, and they're starting to be better. And it's really just creating such a big rolling ripple effect. And she was she was so sweet. She said, I bought your book for everybody in my church, it was really, it was really adorable. But you know, the point is that she saw this, this increase in her positivity at work. And then she let it kind of fan out into our lives. And that's the kind of, that's the kind of thing that makes gets me singing in the shower in the morning, you know, gets me excited to go to work, because I can see that it truly is making a difference.

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Halie Morris 33:48

It's investments like those in the team that seemed to have the biggest impact. You know, I feel like there are so many trainings and things out there. And it's easy for a leader who says I want to train my team, because just you know, like, I'm sure that team had before get trainings just kind of thrown at them. Yeah, it's finding that one or two or a few that work and click into place that make all the difference. I just finished a Mercury training that I found online myself for free. And it was so rewarding. I was like, let's, let's think about how we're doing. I got so excited to like, just even step back and look at what we were already doing from what I learned and right. I had a whole new perspective on what I was doing. But

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Jenean Perelstein 34:35

Yeah, you know, and I think that I started Sorry to interrupt you, but I'm excited by what you introduce there. What you said is really leads to this idea that we all want to be masterful over what we're doing every single one of us and I think that it's um it's

something I've seen in the cleaning industry before where people are like, Yeah, but nobody aspires to be a toilet scrubber, you know, nobody, really, nobody really, like grows up dreaming about being a janitor. Um, and while that might be true, it doesn't mean that they don't lean into mastery, and the desire to be masterful over everything that they're doing. And, and what what I have found, and my larger team who does teach training and how to clean more effectively and efficiently, that people actually really want that kind of information, you know, they, they want to challenge anything that's limiting them, you know, they might start off with this idea of like, Oh, I dare you to teach me anything that I don't already know about this business, you know, but but by and large, so many of them when they, when they start recognizing that their companies or their excuse me, their leaders are valuing them in a new way, and respecting them and trusting them, they rise to the level of where they're meant to be. And it's, it really is such an amazing reward, it's amazing thing to see, not just because, you know, it makes me as an anthropologist feel happy that the people that I'm working with are happy. But the but the matter is that that translates directly into the bottom line, for the company that they're working for, you know, somebody It is, it is absolutely quantitatively measured, that somebody who shows up happy at work is more productive. And a higher level of productivity and higher creativity and problem solving skills leads directly to profitability in a company. And so because of that, it absolutely behooves every cleaning company out there, you know, every organization in this larger industry to look at not just their executive team, although that's very important. But also, you know, what is that? What is that person who's showing up for work every day with a mop in their hands? What How did they feel about being there? Do they feel part of being something bigger? You know, are they excited about this, because because everything that you can spend to get them more excited and more on board comes back to you in in the back end, you know, it's like, it's like you saying that you were motivated enough to find a training for yourself to do a better job at what you're doing, you know, that that's a very clear indicator to me that you are in a good fit, you know, that you have, you're in a place where you're being internally motivated, to learn more. And that's very different than being externally motivated by either inspiration, or desperation. And there's a you know, there's a big outcome break between those two things. But it's, it's something that I that I aspire to bring to everybody in this industry.

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Halie Morris 38:12

And it's one of those things that also has like a ripple effect. For example, I came back my team and I was like, did you know about this, in part of it was just sharing the training. And I, I went through my office and I was like literally like, did you know they have a training on this. And I'd find that one that like made sense, and stuff like that, and they get excited. But I've seen it with other organizations where a bunch of members who are able to go off to a conference, and then they come back and they're super excited to share what they

have and even create trainings and stuff like that internally to implement that. Now, I've also seen those same people who needed a little more training on how to implement change because they got excited. And they do do you did see change, fatigue start to pop up very, very quickly because they were ready to do it all at once. But the infectiousness when they came back did spread as far as, like some of the the ideas and the concepts that they had learned and embrace with that trip, which was kind of cool, because not every conference is quite as successful in that regard.



Jenean Perelstein 39:18

Right? That truly, you know, you go back to your dancing man with that it's it's the, the enthusiasm and the positive emotions that get somebody going on that, you know, you come back from a conference, it's a really great change management example. So many people come back with these great ideas that that last two days before they they end up in a notebook that nobody looks at and ever again. And it's because they failed to find that adopter there or that first follower. They failed to get champions with it. But it speaks to two different things. You know, one is is that to get those champions To allow for a complete change. But you're also speaking about the emotional component. And this is something that's really fascinating from my perspective in the workplace world is that historically speaking in, you know, dominant workplace culture in, in larger American or even Western society, has said that heightened emotions are unprofessional. If you're emotional at work, you are, therefore, by definition, unprofessional. And it's again, this is like a subconscious thing. This isn't necessarily consciously open, it's not in your policy, it's not in your Procedures Manual to say don't be emotional at work. But at the same time, it's through a heightened sense of emotion where change actually takes place. It's why we look at emotional safety and its psychological safety. So that's been historically the case in terms of professionalism. These days, I'm happy to say that the pendulum is swinging quite a bit in so far as companies are starting to recognize that those leaders who have training in emotional intelligence are ones that are more adaptable in times of change, and have better problem solving skills, and are the innovators. And so now all of a sudden, companies are fighting with themselves because they're saying, okay, don't be emotional at work. And yet, we want emotion but only in a certain way, you know, and so, so companies and this again, this is just dominant American dominant, mainstream cultural tendencies that say that there's a really complicated relationship with emotion in work today. And, and I find that fascinating, I find that that body of work to be extremely interesting as we start to overcome that because the the opportunity that you were describing is that you were excited, you know, heightened state of emotion about this new possibility and opportunity for your workforce. So you are get you wanted to share that enthusiasm for somebody else. Now, this is this is knowledge transfer, along with emotion transfer, and we and change management know that those actually have to occur in the

right way in order for things to be adopted. So, um, so that, you know, again, part of a larger structure of analyzing workplace culture and I, I do have to put in there because it's a big part of it, that you end up with gender discrepancies in this body of work as well. Because, you know, women who historically wanted to break into particularly a man's industry, which is anything in the facilities world is a man's industry, and shows up with a woman's emotions is necessarily has historically necessarily been deemed unprofessional. And so, you know, part of breaking into workplace in gender studies, really does kind of include this conversation about the boundaries and the adaptability of emotions.

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Halie Morris 43:29

I would agree, it's interesting because I come and the way I've I found is I tend to be a bubbly and energetic personality and the office, which is my dad always yells at me, like you're always so grumpy when you get home. I was like, being happy is emotionally exhausting. But if I had an off day, the Why aren't you smiling thing? or Why are you unhappy? You know, or maybe I'm just serious and thinking for a moment because my resting face is not a pretty face. Right, right. I Oh, I wouldn't get a compliment on that. Versus I've noticed that the male counterparts, it tends to be Oh, you're working hard. I'm going to leave you be like, I know. You're serious. And you're in the moment. And it's like, oh, why aren't you happy? I'm like, exactly what stuff you know.

J

Jenean Perelstein 44:19

Yeah, these are roles that are given to us by our dominant culture, and they spill into the workplace and they can absolutely affect workplace relations and productivity, you know, when you are being hounded to be happy when really you just want to focus.

H

Halie Morris 44:37

Exactly, yeah. It's very interesting dynamic, and it's never at least what I've come across it in the workplace. It's not been a conscious thing that people do. But you do notice it. Yeah, you do notice that occurring and it's, it's a little disheartening for some people especially like, then the flip side is they want you to Talking to be happy, but then also not too much. And there's this weird, you know, where they want certain emotion but only in a certain capacity when they, you know, and it's that weird little conundrum that you were talking about,

J

Jenean Perelstein 45:12

it is a weird little conundrum. And to get deeper, you know, you don't want to go too far

down a rabbit hole. But it is interesting because there are studies that show that, biochemically speaking, men have a different success hormone than women do. And, and, and by success hormone, I mean, what's happening biochemically in the body, when men have greater access to their problem solving skills and creativity and ability to be at their very best. And, and women have one too, but the problem is that they're at odds with one another. So a woman's success hormone is oxytocin. And it's the tendon befriend hormone, it's what mothers get when they're nursing their babies or women will get when they when they experience an embrace from a friend, they get this rush of a hormone that that is his present when they bonded with somebody else. And and that that hormone allows women to be their very best, which is what you want at work, you want them to be creative, you want them to be innovative, you want them to be proud, you know, problem solving skills. Now to counter that a man success hormone is adrenaline, not surprising that workplace structures had historically been designed to pump up a man's adrenaline, you know, like, we're gonna kill it today we're gonna fight you know, like the language of a workplace will be designed for that. Or, or competition. Competitive structures will be designed specifically, again, this is all subconscious. People don't do this consciously. But it'll be designed to pump out the men, and you want that you want them to be their very best. But unfortunately, when a woman plays that game, and has adrenaline coursing through her body, the science of it is that where the molecule of adrenaline docks in your body, it will prohibit oxytocin from then docking. So we will actually as women by playing in the man's game will actually make ourselves you know, dumber, and, and, and less capable in the workplace. And there are structures, you know, again, I don't want to go too deep into it. But there are cultural structures that are have been designed, that will actually hold the woman back. And so we want to look at, we want to look at that to you know, just make sure that we are championing our brothers in the workplace who need to, you need to work a certain way in order to be doing great. And also allowing women to be their best selves at the same time, and not holding them back. Because it's a big, you know, it's a big piece of it in terms of emotional safety in the workplace,

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Halie Morris 48:22

where you mentioned to with culture, that there is a certain individual element to identifying and improving it. And so if you're looking to identify things, in people in your company that make a difference, a lot of that is pinpointing what people's idea of success and what their motivators are. Because he and he, there's the alignment and recruiting and things like that. But once you get in there, in in old school methods of running a business, a lot of it was just you put out one way of doing things. And people do it that way. And there wasn't a lot of ideas of how to bring people along, and how to motivate and encourage people. And now there is and the idea of developing personal performance plans and things like that is really strong now. And it's growing and evolving

and the understanding of it, I feel like is improving, which is good.

J Jenean Perelstein 49:19

Yes, absolutely. And it comes from this, this study of the difference in in a human body, between being motivated by desperation versus inspiration. You know, if you think about what happens in your body, if you had to, if you had a big ol long to do list, and you had to get everything done on that to do list, or else you know, or else something bad will happen. Like you'll get written up or you'll lose your job or somebody will yell at you or you know, something like that. You have a certain amount of energy that you're bringing toward the work that you're doing, you know, so now let's say you have that same long to do list, that seems impossible. But at the end of that to do list, you get to go on an inspiring vacation, you know, to the beach, or the mountains of your favorite place, you're going to bring toward that a different kind of energy. And, you know, again, we can quantify exactly the productivity in a person who's being motivated by desperation, versus somebody who's been motivated by inspiration, because the energy that they bring to that allows them to be better, not again, not just accessing their executive functioning brain, but truly tapping into physical energy stores that are like, like new relationship energy versus just having broken up with somebody energy, right. And so in terms of, of motivation, that plays, it plays hugely into it in your workplace culture. You know, a lot of times when I assess a workplace, I will find a culture that is deep in discipline, you know, you do one thing wrong and you get written up, you get to two things, you get this morning, you three things, three strikes, you're out and about, these are the bad things that will happen to you, if you don't toe the line. And then I say, Okay, well, where's your red recognition program? And they, you know, like, we don't know what you're talking about. That's, that's not true of everybody, of course. But But historically speaking, many places will go toward that desperation, style management. And they, they haven't tapped into a battery pack of energy for their employees, that's there for them, simply by allowing them to feel seen and heard and trusted and respected. And like they belong. And these are the things that I want to look at is in creating a culture is Do people feel like they belong there, in a positive way.

H Halie Morris 52:08

And when you're talking about like, the desperation, desperation versus inspiration, I think of willingness to work to somebody who's inspired to work is they're willing to be there, they want to be there. So things aren't perfect. Or if they're a little like, like things tend to be the world isn't perfect, they're more willing to work with it. And it's like you said, Have that flex that flexibility, adaptability and get through versus somebody who's desperate is going to take the first out they're given because they don't want to be in that situation.



Jenean Perelstein 52:38

That's exactly right. And and, you know, a lot of the dialogue from this last year that's come up about resiliency speaks to that, you know, somebody who feels is resilient, because they have done that inner work to find that inner motivation, and they feel supported, they can deal with a lot of pardon me bs from the external world, that they that somebody who isn't resilient, would deal with. And that's a big, big part of gaining productivity in your workplace and finding, you know, finding money in your business, where it hadn't been before, can simply be by by working with your workforce in this particular way. It's a, it's a big, beautiful thing.



Halie Morris 53:29

I have a question for you, then if you are either facing a time or change or choosing to implement change, because you see an opportunity to better your business. Yeah. How do you actually bring people along? How do you inspire them versus creating that system? Or that that environment of desperation,



Jenean Perelstein 53:48

it depends on what the change is, you know, you need to look at what is inspiring about the change, you know, you might have some groundwork to do, you might have to do some work with your culture to create a better sense of belonging, before they're gonna jump on the any bandwagon of change, you know, you might have to overcome some toxic practices in your workplace. First, you I would want to know what was happening in a workplace prior to rolling out the change, and then I'd be looking for those champions, you know, I'd be looking for the dancer, I'd be looking for the early adopter, I'd be looking for the first followers because getting their infectious buy in is going to be important. And then I'm going to be looking to helping all of the individuals with overcoming any beliefs that might creep up that would create resistance to that change. So you know, there there are many pieces of it. And it's it's fun to do. It's worthwhile, you know, I want I want all employees to be singing in the shower in the morning before they head into work. And again, that doesn't matter if they're scrubbing toilets, or if they're setting policy for a company, we all deserve to be happy when we go to work. And, you know, just so turns out that when we're happy, and we're at work, we're more productive. And you know, we're more willing to pick up the candy wrapper in the parking lot on our way into work, instead of stepping right over it, because we just don't care. You know, if you want your employees to care about what they're doing, the best way to do is to do it is to build a culture where you get them on board where they are motivated internally, because they're inspired to be there. And they feel like they belong.

H

Halie Morris 55:48

And there was a woman at the one company I worked for she was, when I love my chef, the time of day, she was always out vacuuming the rugs, and cleaning the floors of the entry that I took. And a lot of times she was singing or listening to music and dancing a little bit. She's a very bright personality. But like, not only am I sure that she's an influence on our team, and she brings that to her team, but like, for an entirely different company, somebody walking through that door, she brought a lot of joy at the end of my day, like I get excited to go to work just so I can leave and see her. And it was true for the woman at the security desk, too. I love seeing her. But those those kind of people who were happy and enjoyable, brought joy to my day as well. And I enjoyed coming into work. And that makes all the difference.

J

Jenean Perelstein 56:39

And that's Oh, that is so big, because so many people who run companies will think about the happiness of their top tier employees, you know, the managers, the directors, the VPS, the CEO, C suite, but not the person, you know, the security guard at the front door, the concierge, the the the cleaning worker, you know, they'll they'll forget about them. But those are the people that are most visible, you know, CEOs behind closed doors isn't visible on a regular basis. But the person that you see every day, when you walk into a building, those are the ones that you want to help develop, and that you want to help train and make sure that they are absolutely on board with, with the mission of the organization and with the with the structure and, and with the excitement of what's possible.

H

Halie Morris 57:33

Agreed. And they make a huge difference. And, you know, their work their their company, but like I said other people too, especially if you have cleaners that are going into buildings before they're empty for the day, that I mean, I would tow around on the rugs trying to make sure I didn't step on her What floor she thought it was hilarious, but I was like, I don't want to make a mess for you. Yeah, so it's true that like, you know, if they change the schedule, and I had to get her on board, and she was suddenly unhappy, can you imagine the end of my day would have looked? Or like, how clean those floors would actually go? Yeah, so yeah. So as far as when you're trying to have a good positive impact on your culture, and you realize, like, there might be some work that you'd like to do, or there's some areas for growth, what are we've talked about the trainings and some of those areas, what are some other ways that these leaders can start to address cultural improvement effort,

J

Jenean Perelstein 58:45

They're going to be very particular to to the individual company, you know, what I'm a big fan of having having true leaders, you know, are interested in change, develop their ideal cultural map. And this is something that's very different than policy and procedure as Matt manual, but it's it's really kind of digging into certain beliefs and certain practices that people follow when they come to work, you know, the the behaviors that people have when they come to work, you know, if you ever been in a work environment and you you are like, you're wondering if maybe you broke some rule, but nobody told you the rule that you might have broken and you look, you feel like I just don't feel like I belong here. You know, that happens when, when there's a malalignment in your culture. And it can be something simple, like, Oh, you know, in this small office, even if somebody is not in the bathroom, we leave the bathroom door closed, you know, when you left it open? Or like, gosh, you're you went out to lunch, but we lunch at our desks here, you know. And it's something that you'll never find in that Policies and Procedures Manual, but it's, it's what's done here. And the more you can figure out what that is, and create a culture purposefully, the easier it is for you to hire for fit. And then onboard quickly, you know, a lot of times companies will say, yeah, onboarding new employees, it just takes so long to get them up to the point where they're actually productive. One of the reasons is, because they're showing up to work every day, and they might know what the technical skills are of their job, but part of their brain is being pulled away, because they don't know if they broke some rule, or they wore the wrong thing, or, you know, what, whatever it is some other strange cultural attribute they weren't following. And so I like for organizations, ideally, to have that mapped out. Because, you know, so many people say, Oh, well, we hire for fit. And you say, Okay, well, what does that mean to you, and the end, and really all it means is that they hire people like them, or people they like, or whatever, they don't really know what that means. But once you know what your ideal cultural is, and you've got that mapped out, now you can say, okay, that requires beliefs that are here, values that are here, you know, behaviors in this certain way, or attitudes in this certain way. So many companies will hire for attitudes and behaviors, and forget all about beliefs and values, but that will create huge problems in your workplace workplace culture. So if you can start hiring for fit from the very beginning, and creating an alignment, creating an onboarding program from the very beginning. Now, you're really creating a productive team.

H

Halie Morris 1:02:08

Yeah, I mean, I can't express that enough. One of the weird things that we've done, besides talking about just the everyday office environment, expand an office setting is prying where we can to introduce them to as many team members as possible if they would be interacting with and to gauge their reaction, the team members reaction. And I

think at one point, we had like guided questions, at least back when I did recruitment, I haven't seen that side of things in a while. But actually saying, Hey, what did you think of this and things like that, and giving them topics to talk about when they sat down? Like, what did they do for lunch? What did? What did they even do once they were done with work? We have a lot of people in this office who like motorcross, oddly enough, not everybody does. But you start to learn a bit about it after a while. Yeah, though, right. Right. But like those little nuances of things, like there's a lot of movie references that go around here, and they're not always the same movement. I don't get what half the guys are talking about. But I love like bringing up reference we find common ground. Yeah, so those things can make or break? Like, do you have water cooler comfort level conversations? Exactly. Yes. Yes. And is that a good thing? Or is that a bad thing? You know, you might answer that question differently, depending on which which company you're in. Exactly. For us, having casual conversations in between calls opens up an alleyway for people to discuss the different clients were talking to or the different things that are going on. And then that's where they spur? Okay, well, this team now is keeping up with they interact with our support database, and also they keep up with it constantly. And there's constant innovation. But if they weren't motivated, I mean, there's not even a procedure for updating that just because they, they're motivated to do it. But what doesn't happen if we don't have those conversations? And for us, those conversations make the teams but for other people, it might be completely different.

J Jenean Perelstein 1:04:10

Right. And you know, the answer to that question, it can be so deep and so damaging for companies. What, what if we don't have these conversations? Well, it could be that people are working in silos and they're not creating together, they're not coming up with the right answer. Maybe they're even developing some level of fear or mistrust for their for their co workers, you know, or, or they are lacking respect for their co workers. And that will show up in productivity time and time again.

H Halie Morris 1:04:43

I've seen that too. I have and it's it like I remember, I've left a job crying, like many days of the week just because I felt isolated from my team. And we thought we hated each other and there was so much miscommunication and it's just we hadn't been talking you And we didn't understand where we were coming from. And that was completely, like a misunderstanding for the most part. And then everything else is we just need to work together. But you have the flip side to where sometimes those conversations become too numerous. And they start to detract from the job. So finding where you're at, and what makes sense for your business is always like that balancing point. Yeah. Yeah. All right. So

what do you think one of our team members asked? What is the biggest thing that you think be the cause kill to a positive work culture? What can bring it down the fastest?

J

Jenean Perelstein 1:05:37

There's a psychologist who studied group dynamics, and came up with the answer to that question that I agree wholeheartedly with, but by the name of Amy Cuddy. And she says that when we have interactions with people, you know, not just first impression impressions, but on an ongoing basis, subconsciously, we're asking ourselves the question, can I trust this person? Can I respect this person? And I think that what will break down a team quickly is, is when some part of you answer's no to that, you know, if there's any bit of trust or respect, that starts breaking down within the team, that's a it's a huge indicator for me that there's something off in your workplace culture. And it's a big canary in the coal mine kind of thing. You know, this is the red flag I'm looking for. There's also obstructionist behavior. You know, it's almost like the toddler that, that gets overly tired and starts, you know, throwing a temper tantrum over the smallest thing, you know, I wanted the blue cup, not the yellow one, you know, this sort of thing actually shows up in a workplace. Weirdly, again, it's not conscious, this is so subconscious, subconscious. If somebody is not feeling like they are respected, or like they are trusted, or like they don't belong, they will start obstructing the direction, the policy of the of the larger organization. And they'll believe in self sabotage, in order to do it. And you see people behaving in really weird ways. But it's all because of that breakdown in the in the workplace culture.

H

Halie Morris 1:07:37

Yeah, I didn't even think of that initially. But it's crazy. Because if you do notice, as soon as it's gone, even other teams will notice something's happened. And a lot of times, I've seen companies too, that they'll just go into that situation, they'll say you need to stop fighting, are you going to get along? And they don't ask why. Or they don't address the cause of, you know, essentially a breakup within the Office. And then that, that creates some hostility at that level, too, sometimes.

J

Jenean Perelstein 1:08:15

Yeah, truly, in the in the leadership training that I give, again, at every level executives, and frontline workers, we talk about having difficult conversations with grace. And a lot of times these, these difficulties get so bad because people, they avoid those difficult conversations. The other piece of that is that they'll tolerate their own beliefs being hijacked for far too long. And the end that, you know, they tolerate them, because they're

avoiding that difficult conversation. And then at some point, there's a big blow up, you know, and so they'll start behaving poorly. Because they're so annoyed. And they're, they're so tired of tolerating something that they shouldn't be tolerating. But they, they don't know how to get beyond that, because they don't know how to have that difficult conversation in a way that creates a move forward plan, as opposed to creating more resentment. And this is a skill, you know, it's a skill we don't grow up learning it some people do. You know, some people have parents that will teach them that those kinds of negotiations early on, but by and large, it you know, certainly not part of our school curriculum. It's so it's just it's just a skill. It's just a training that that we all benefit from, and and we can't, we can't do that work until we do the inner work first and knowing well what are my beliefs, what are my values, when are they being crossed by somebody else and and what are the constants quences when somebody crosses them, you know, if I don't know that, then I don't know to articulate it to somebody else who might do it. And then I'm stuck in that tolerating mode. And I can't, I can't break out of it. And that's a that's a terrible position to be in.

H

Halie Morris 1:10:17

It creates so much negativity and animosity and built up tension. And then like, a lot of that translates home, which means it just bounces right back to work. ripplefold sometimes, yeah, exactly. Yeah. No, I, I've seen it in workplaces, I'm sure many people have, whether it's on a small scale or large scale, and it is definitely something you have to be aware of. And that's where, you know, talking about those leadership trainings, teaching people those skills, fugene, even your frontline workers, those kinds of skills becomes so important, because it's not always something that management or the supervisors team leads are going to catch. Because it, it might not be enough interaction, or it might be something that they conceal well enough. So if the individual team members can identify those situations and begin to work through them, it'll help a lot. Absolutely. All right. Well, I'm trying to think I don't think I have any more questions off the top my head, do you have anything else that you would like to address when it comes to culture that you think is important?

J

Jenean Perelstein 1:11:17

You know, I've been through, I've been through several several places here where leaders can start looking at their workplace culture, I have put together a document that outlines 10 of them that I'd like to give it as a gift to your listeners, if that's okay with you, I would love that,



Halie Morris 1:11:38

I think that would be a great thing to share with them.



Jenean Perelstein 1:11:41

Terrific. Well, I have, um, I have sort of like gleaned out of my work 10 places in your workplace culture where productivity traps can hide, you know, and then and then what to do about them. And so it's, it's a free resource for you and your listeners, and they can download it for themselves. If they go to my website, which is stand in your strength.com and then add a forward slash BOC for business of cleaning, they can find that document there. And, you know, and of course, I'm always available. If somebody's listening to this and comes up with a question of that. How do I use this in my unique workplace? You know, that's the big thing, like Yeah, but we've got this issue. And it's always something unique, you know, as we are as we as individuals are, and I just want to invite that conversation, please feel free, my email address will be on that document. Reach out to me, we can always just have a chat and and see if there's some strategies that you can use right away. I'd love to do that for your listeners, no strings attached. It's not a sales conversation. It's me wanting to help and elevate the cleaning business and cleaning industry.



Halie Morris 1:13:01

Thank you. Thank you so much, Jenean. I think this is a great resource and a great opportunity for our listeners to really kind of do things that I'm sure have been in the back of their mind for a while. But it gives them a starting point and some things to look out, which is so big when you're trying to do like, if I'm trying to improve myself, I'm always like, where do I start?



Jenean Perelstein 1:13:23

Yeah, absolutely.



Halie Morris 1:13:25

I want to thank you for joining us. I'm going to include everything that you just talked about in our descriptions as well as the blog post that we provide. And I definitely want to invite our listeners to reach out with any questions.



Jenean Perelstein 1:13:39

thank you. Wonderful being here. Thank you.



Halie Morris 1:13:44

Thank you everyone for tuning in. And I will see you next month with a new episode.