The Realities We Face: Adversity & Challenges of SSAs

SHINE Children & Youth Services

Juggle funding unpredictability

Client needs are increasingly complex

Digital transformation is both an opportunity and a stressor

SSAs' workforce is committed but often overextended

Expected to deliver high-impact

Tasks vs Relationship

Burnout, disconnection, and staff turnover are real threats

Transformation vs Stability

Resilience must be organizational, not just individual

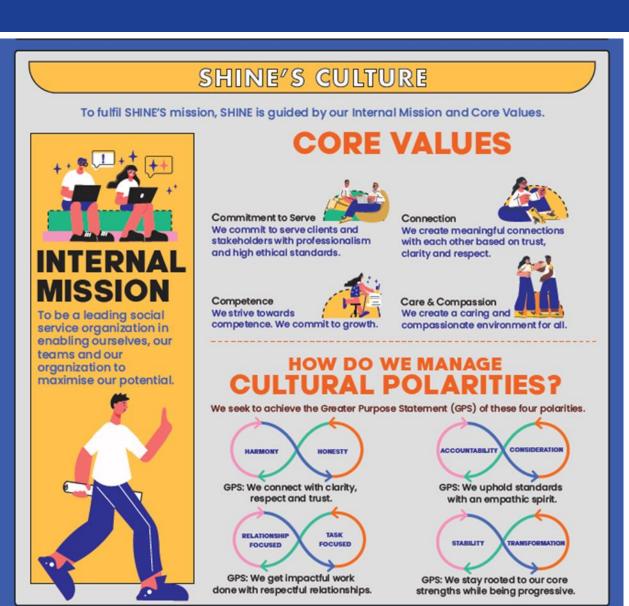# How to build a resilient organisation culture that can shine?

- Clarity of Purpose and Shared Values

- Leadership & People

- Teamwork & Trust

SHINE'S CULTURE

To fulfil SHINE'S mission, SHINE is guided by our Internal Mission and Core Values.

CORE VALUES

Commitment to Serve
We commit to serve clients and stakeholders with professionalism and high ethical standards.

Connection
We create meaningful connections with each other based on trust, clarity and respect.

Competence
We strive towards competence. We commit to growth.

Care & Compassion
We create a caring and compassionate environment for all.

INTERNAL MISSION

To be a leading social service organization in enabling ourselves, our teams and our organization to maximise our potential.

HOW DO WE MANAGE CULTURAL POLARITIES?

We seek to achieve the Greater Purpose Statement (GPS) of these four polarities.

HARMONY — HONESTY
GPS: We connect with clarity, respect and trust.

ACCOUNTABILITY — CONSIDERATION
GPS: We uphold standards with an empathic spirit.

RELATIONSHIP FOCUSED — TASK FOCUSED
GPS: We get impactful work done with respectful relationships.

STABILITY — TRANSFORMATION
GPS: We stay rooted to our core strengths while being progressive.

EMOTIONAL CULTURE

HOW DO WE COMMUNICATE?

We understand that conversations can be complex. As such, we are mindful of the pieces of information: Above the table, On the table and Under the table.

Therefore, we practise:

1 COMMITTED LISTENING
+ Look with new eyes
+ Emphathise
+ Validate
+ OK/OK

2 COMMITTED ASKING/ SPEAKING BY PUTTING DIFFERENCES "ON THE TABLE".

"ABOVE THE TABLE" UNSPOKEN HOPES, DESIRES, WANTS WE BELIEVE ARE "TOO GOOD" TO SAY OUT LOUD

ASK "Is there a different thought/feeling that you have?"
SPEAK "For this situation, I value..."

I'm worried you think that I am incompetent.
I wish I could be a better support for you.
I hope you can understand my position more.

WHAT ARE WE CURRENTLY WILLING TO TALK ABOUT? **"ON THE TABLE"**

"UNDER THE TABLE" UNSPOKEN FEARS, WORRIES, CONCERNS

ASK "Is there something you are worried of?"
SPEAK "I am worried that...."

3 COMMITTED ENDINGS AND NEW BEGINNINGS

AGREEMENTS
"After listening to you, I can agree that..."
"I share what you are feeling/thinking/ wanting/fearing, etc..."

ACTIONS FORWARD
"Can I request..?"
"I can offer..."

GIFTS
"This is what I got/am getting from the convo..."

HOW DO WE CELEBRATE?

We celebrate and give recognition to our successes and significant milestones.

HOW DO WE FEEL SAFE?

We create an environment that embraces learning, inclusivity and feedback.

SHINE's Polarity Leadership Philosophy

"As SHINE leaders, we are committed to **lead** and **empower** our staff to thrive.

As we strive to realise goals and do impactful work, we will exercise **authority** with **empathy**.

We will be **decisive** while holding space for **open** conversations.

We will **support** our colleagues while **challenging** them to maximise their potential."

You need the right people, not the best people

3. Teamwork and Trust

The single most untapped competitive advantage is teamwork.

Pyramid (bottom to top):
- TRUST
- CONFLICT
- COMMITMENT
- ACCOUNTABILITY
- RESULTS

To gain this advantage, teams must:

▲ **Trust** One Another
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.

▲ Engage in **Conflict** Around Ideas
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.

▲ **Commit** to Decisions
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.

▲ Hold One Another **Accountable**
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.

▲ Focus on Achieving Collective **Results**
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

Based on the best-selling book *The Five Dysfunctions of a Team*

With trust, even silience is understood

Without trust, every word is misunderstood

Five Ways to Build Trust

Five Ways to Build Trust within Your Team

1 **Transparency**

Be candid and let your colleagues know what's going on behind the scenes (within reason), even when it's difficult.

2 **Vulnerability**

Get to know each other better as human beings, and although it might be uncomfortable at first, try to open up about where you're coming from or how you're feeling.

3 **Sincerity**

Make sure your actions align with your words, and your dedication to your team members is heartfelt–because they can tell when it isn't.

4 **Authenticity**

Always stay true to yourself and your values while still being conscientious of others' needs.

5 **Empathy**

Remember that we all make mistakes or have bad days, and strive to be understanding even when your instinct is to challenge or dismiss.

The Five Behaviors™
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#MeetThe5Bs

Trust