

# BUILD Chicago Culture

Company	BUILD Chicago
Location	Chicago, Illinois
Industry	Youth and Community Development
Products/Services	At-risk youth crime prevention, intervention and development through partnerships with an array of stakeholders to offer a spectrum of services designed to build lives and futures.
Annual Budget	\$3.5M
Employees	70 (2018)
Web Site	<a href="http://www.buildchicago.org">www.buildchicago.org</a>
Solutions and Services	Coalition building and culture development

“Steve helped us improve our ability to interact with one another and break down organizational silos that stood in the way of our progress. My leadership team and I are confident that we are on the right track, and will implement a culture that improves our organizational health. This in turn improves our ability to achieve the BUILD mission.”

Adam Alonzo  
Executive Director

## Situation

- ◆ BUILD Chicago faces significantly increased growth in services and staff, with the number of employees doubling, and a 3x increase in programs.
- ◆ Unproductive behaviors impeded growth, including challenges managing conflict.
- ◆ Continue to build a culture of increased sense of urgency, one that is more open and transparent, less complacent and uses more fact-based decision making.
- ◆ The goal is to increase the confidence of the Board of Directors and donor activity.

## Approach

- ◆ Through strong collaboration with senior management, two workshops were held to help them achieve their goals.
- ◆ One workshop focused on clarifying the purpose of the culture, assessing stakeholders and organizational risk, and developing a one year implementation plan.
- ◆ Another workshop included all 27 members of the management team, leading them through exercises to help them build a culture of greater trust, healthy conflict and greater commitment and accountability.

## Results

- ◆ Senior leaders noted less negative talk throughout the organization within weeks.
- ◆ All leaders more successfully engaged employees in the organization's culture improvement.
- ◆ Front-line employees enrolled in a Change Action Network designed to drive components of the culture change.
- ◆ Employee satisfaction increased year over year.

**BUILD**  
HOPE · LIVES · FUTURES