

# BUILD Incorporated 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 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.
- ◆ With BUILD running out of space, and starting the capital campaign, we need to continue to develop our organization to occupy new space.

## Approach

- ◆ Workshops were held to clarify the purpose of the culture, assess stakeholders and risk, build greater trust, healthy dissent, and greater commitment and accountability.
- ◆ Greater accountability was established through a governance structure that included an Executive Steering Committee (EST) and Project Integration Team (PIT).
- ◆ A Change Action Network (CAN) was created to enroll front line employees across the organization to identify and execute programs to increase employee involvement.
- ◆ The organization collectively developed core BUILD values (Empathy, Passion, Persistence and Innovative).
- ◆ Coaching was provided to the senior leader team to develop personal leadership skills.

## Results

- ◆ Senior leaders noted less negative talk throughout the organization within weeks.
- ◆ All leaders more successfully engaged employees in the organization’s culture improvement.
- ◆ Greater willingness to engage in work across functions.
- ◆ More structure and discipline in program planning and development.
- ◆ Improved communication rooted in the new core values, and discipline to tie program and results to those values.
- ◆ Employee satisfaction increased year over year.

**BUILD**  
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