

Building The Right Foundation

Employee Engagement, Enthusiasm and Energy
and How to Change a Company's Culture
to Achieve Its Mission or Vision



Today's Speaker

James M. Czapiga

President & CEO | CATIC

Rocky Hill, CT

jczapiga@catic.com



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First off, what the heck is corporate culture and why is it important?



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- It's the overall collection of how we do things around here
- Habits, behavior, how we feel and how we look at things
- Culture of mediocrity vs. culture of just get "it" done

**How do we change a
company's culture, let's say
from one of mediocrity or "stuck
in the past" to one that is
focused on getting "it" done?**



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"Changing company culture requires a movement, not a mandate."

Harvard Business Review



It starts at the very top.

“I am personally convinced that one person can be a change catalyst, a transformer in any situation, any organization. Such an individual is yeast that can leaven an entire loaf. It requires vision, initiative, patience, respect, persistence, courage and faith to be a transforming leader.”

Stephen R. Covey



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What was CATIC's Culture When I Arrived in 2015?



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It Had Its Strengths, But ...

- A 50-year-old company that was considered in our market to be a “sleepy little residential title insurance company.”
- It was a company that was comfortable doing many things the same way – just because. And it had a culture of fear.
- It had a culture of acceptance – it was acceptable to do things the same way because we always have. We accepted the fact that high interest rates and winter control our destiny and not having specific or measurable goals was OK.



How did we start the change from a culture of mediocrity and acceptance to one solely focused on the stakeholder and the goals of the company?

Starting on Day One

- Personal introductions – Who I am
- Asked questions, listened, observed, listened some more
- Identified the informal leaders, the change agents, the creative doers
- Took the small office. Told the team I was focused on our SWOT
- Focused on some early “wins”

So, I started with employee engagement. But not this engagement ...





As leaders, how do we create a “movement” and change a culture?

Engage!

- **Communication and collaboration**
- **Where are we going and how are we getting there?**
 - Field office example
 - Full staff meeting example – "Town Hall," 3-year strategic plan and CATIC's vision

Engage!

- **Buy in! Transparency ...**
- **In person. Engagement is a personal endeavor and cannot be done via email or text.**
- **You cannot engage employees if you are not engaged as a leader.**

Excite!

- **Once folks get engaged or caring about what we are doing and why they are doing it, it's time to get them excited about where we are going.**
- **People want to be on winning teams.**
- **They want to know how they can contribute.**
- **Showing passion and leadership on a daily basis – so important! And very difficult but critical in creating a movement and changing a culture.**

Excite!

What's in it for Me?

- Job security
- Raises
- Bonuses
- Tomatoes from Jim's garden
- Ice cream truck
- Cookout
- Pizza Friday
- Bagel bar
- Whatever!!!



Empower!

- We have leadership and employees engaged and excited. What now???
- Let employees make decisions. Sounds basic.
- “If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it you almost don’t have to manage them.” – Jack Welch

Empower!

- **Surround yourself with great employees, creative doers, and let them do their thing**
- **Get over the culture of fear**
- **Let go of the controls but be there for support**
 - Underwriting example
 - First staff meeting example

Celebrate!

- Show employees the “wins” and the results.
- Thank them. A lot.
- Praise publicly. Criticize privately.
- Reward: Small bonuses, big ones, 401(k) discretionary contribution, July 3rd off, close up early, feed them!
- Show appreciation from the top.

Walk the Walk, Talk the Talk – LEAD!!!

- **Act the part. Every day.**
 - Attitude, enthusiasm, energy, smile, engage, thank, teach, coach, console – INFLUENCE!
- **Demonstrate the ability to get results**
- **Handle the tough stuff, the heavy lifting**

Message Simplification: Guiding Principles



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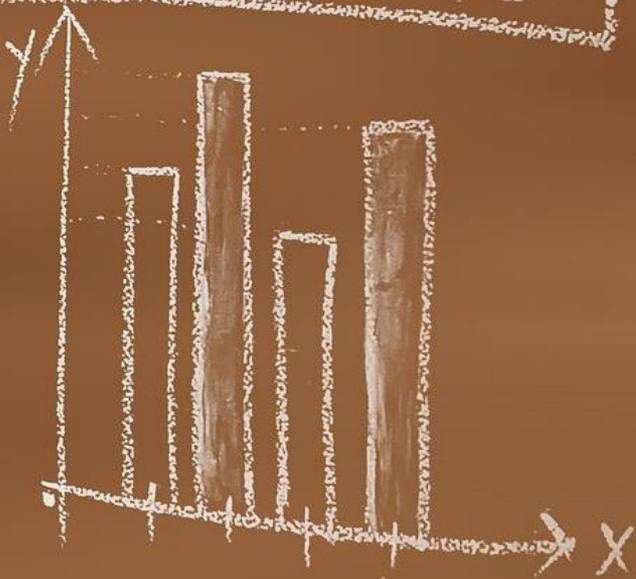
- **“Get to yes!”**
- **“Just get sh@t done.”**
- **“Make money. Have fun.”**
- **“Crawl, walk, run.”**
- **“Create the Amazon experience.”**
- **“Fail often. Fail fast. Learn from it.”**
- **“Define the moment, or let the moment define you.”**
- **And ...**



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$$\frac{X - X_1}{X_2 - X_1} = \frac{Y - Y_1}{Y_2 - Y_1}$$

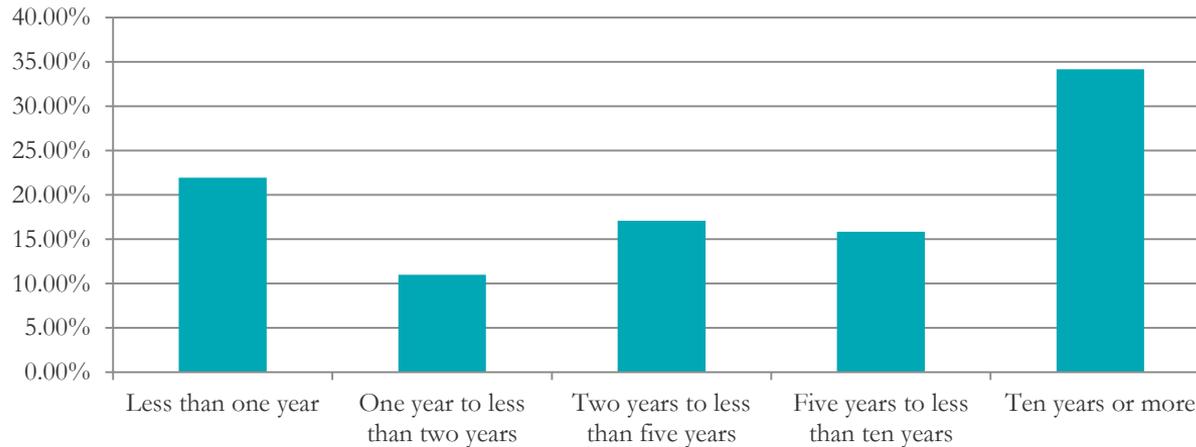


“It was my understanding there would be no math!”

Employee Survey – By the Numbers

- 94 employees completed the survey (67%)
- 7 sections with a total of 70 questions
- Completed by long and short-term employees

How long have you worked for the company?



High Percentage of Positive Results

Question	% of Employees Who <u>Agree</u> or <u>Strongly Agree</u>
I have confidence in the leadership of this organization	90.4%
This organization treats me like a person, not a number	91.0%
I understand the long-term strategy of the organization	93.6%
I like the people I work with at this organization	96.6%
I like the type of work that I do	97.7%
I would recommend working here to others	97.6%
I am proud to work for this organization	97.6%
I am willing to give extra effort to help this organization succeed	100%!!!

Quotes from the Survey

When asked, "What are the greatest strengths of our organization?"

- "Team spirit."
- "It's the people and the drive we all have to reach our goals."
- "The staff and its willingness to work together to achieve corporate goals."
- "CATIC cares about the employees and is a great company to work for."
- "There is definitely a team approach in our offices. Everyone is willing to roll up their sleeves and help get the job done."
- "Your hard work is appreciated by our office managers as well as the executive management. Everyone is helpful, we work well together and have fun together."
- "The communication between management and staff has become much better in the past few years and I sense a true feeling of teamwork amongst all departments towards a common goal."
- "Leadership."

QUESTIONS?



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THANK YOU!



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CONTACT INFO

James M. Czapiga | jczapiga@catic.com

Jeremy Yohe | jyohe@alta.org



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