

**Disney Institute Training**  
**Leading and Sustaining a Culture of Success and Equity**  
**August 4, 2016**

Seven core principles from the Disney Institute Training can help focus the efforts of the college leadership team. Additional tools will be developed and shared with managers in each of these areas for continued department planning toward improvement.

## **Leadership**

*Leadership is dependent on the actions one takes rather than the position one holds.*

Every leader is telling a story about what he or she values. It is an illusion that people do not know what their leaders are doing; the reality is that they know what they are doing all of the time.

We judge ourselves based on our intentions; others judge us by our behaviors.

To be purposeful instead of inconsistent, ask these questions:

- What is our vision?
- What are our goals?
- What are the values in which we believe?
- What behaviors should we promote?

*We are held accountable for identifiable leadership behaviors.  
The best legacy is not one that is fondly remembered, but on that is actively emulated.*

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## **Overmanagement**

*Paying extraordinary attention to the details*

**Service** – built on common purpose and “architected” for exceptional service across all touchpoints

- **Innovation** – a culture of continuous improvement and innovation
- **Leadership** – aligning the organization around values and a compelling vision
- **Brand** – strategies that consistently identify our organization
- **Culture** – human resource processes must be overmanaged for consistent desired behavior



*Intentionality is what will differentiate us from everything else.*

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## **Vision**

*The more a vision can be expressed in a vivid, imaginative way, the more it will motivate people to action in the present*

- Not operational or tactical. Vision is aspirational.
- Creating a vision is not enough. It must be communicated with passion and conviction.
- Organizational policies and processes reflect the values of the leaders who create them.
- It's not only what you do, it's what you don't do.
- Leaders cannot operationalize vision without intentional communication.

## **Empowerment**

*A leader is anyone who can influence change.*

- Create a Peer Community: (it is better to learn about issues from team members while there is still time to address them)
- Remove Communication Barriers: (Everyone has valuable information to share. Foster a safe environment for open communication)
- Establish a Learning Environment: Peers need opportunities to learn about what others do.
- Conduct Project Post-Mortems: Recognize the opportunities that can arise from examining the failures, big or small.

*For an organization to remain vibrant in the eyes of its customers,  
it must remain vibrant in the hearts and eyes of its employees.*

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## **Training**

*The only thing worse than training your employees and losing them is not training your employees and keeping them.*

The one critical training moment that reinforces culture is the employee onboarding process. The way we train sends a powerful signal about what and who we value.

To develop desired behaviors, training should include:

- *Heritage and traditions*
  - *Shared values*
  - *Language and symbols*
  - *Traits and behaviors*
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## **Communication**

*High-quality communication can actively reinforce culture. Low-quality communication can undermine culture.*

While selection and training are events, communication occurs all day every day

Four Aspects of Infusing Communication with the Right Culture:

- High-quality communication and tools
  - Intentional listening
  - Immersion in the student experience
  - Effectively communicating the difficult messages
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## **Care**

*The extent to which you GENUINELY care for your people is the extent to which they will care for your customers --- and each other.*

- Genuine care must be a strategy that you overmanage
- Proactively manage the day-to-day work experience to make it as hassle-free as possible

*“Everybody who works needs some intangible goal . . . pay, benefits . . . that’s not enough.  
We all want something that’s bigger than what we’re doing.”*