



Building an Award-Winning Culture

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What is Culture?

Culture is the way we *all* interact with each other.



Source: Gallup

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Components of Great Culture



Core Values



Individualize



**Leadership Spirit and
Actions**

Core Values

- Serve as anchor points for behavior.
- Everyone should know and understand them.
- Managers should:
 - Model them.
 - Routinely share and clarify them.
 - Consistently recognize team members whose behavior aligns with them.
 - Coach team members when their behavior contradicts them.



Taking an Individualized Approach

- **Become an expert in the talents, strengths, and weaknesses of each person.**
- **Meet the individual needs of each person.**
- **Recognize one size fits only one.**



Leadership Spirit

- **Managing people is as much about being as doing.**
- **Do I see people on my team as objects, vehicles, or barriers; or do I see them as people with needs, hopes, and dreams?**
- **Lead with positive intent.**



Leadership Actions

- Leverage each person's strengths.
- Coach people to mastery.
- Give people freedom over their work.



This All Leads to Engaged Employees

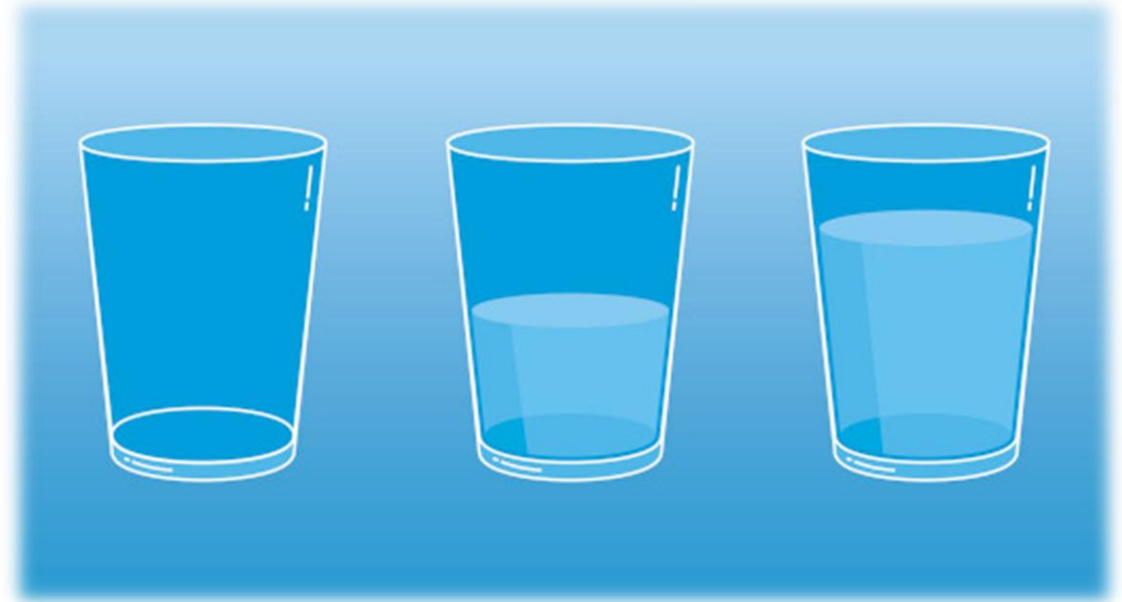
(as measured by Gallup's Q12 Employee Engagement Survey)

- Engaged Employees – 30%
- Not Engaged – 52%
- Actively Disengaged – 18%
- Engaged Employees at Vizo Financial – 89%



The Critical Ratio

- Current – 1.67:1
- Needed for a Positive Culture – 4:1
- Gallup’s Goal – 10:1
- Best Practice Companies – 14:1
- Vizo Financial – 89:1



Managers Are the Linchpin

- 31% of managers are engaged.
- 56% of managers are looking for a new job.
- At Vizo Financial 98% of managers are engaged.



At the Organizational Level

- Be generous.
- Be flexible.
- Promote the right people to manage others.



Thank You!
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