



the outcomes conference

thrive

Purpose Drives Organizational Culture

Mike Farag & Lori Zehr

June 16, 2021



MIKE FARAG

CEO

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LORI ZEHR

CHIEF OF STAFF

Lori@CreateFervor.com



Located in Kansas City

Serving up impact nationally

2009

Fervor was founded as an LLC

17

Current “active” clients

9

Full-time employees

50

Total clients Fervor has served
outside Kansas City

80

Brand Impact Assessments™
completed

15

Contracted employees



we are marketing for
the most good possible.



CEO



COS



EXECUTIVE
ASSISTANT



DIR BRAND
STRATEGY



SR. BRAND
MANAGER



WEB
DEVELOPER



ASSOC. CREATIVE
DIRECTOR



PROJECT
MANAGER



EDITORIAL & CONTENT
STRATEGIST



SEO/PAID
MEDIA



WEB
DEVELOPER



WEB
DEVELOPER



WEB
DEVELOPER



CONTENT
STRATEGIST



CONTENT
STRATEGIST



CONTENT
STRATEGIST

our family: your team

We're a full team of experts that tackles each area of expertise with pride and focus. We love helping strategize and execute at a high level. They say it takes a village to truly change things, and we tend to agree.



GRAPHIC
DESIGN



GRAPHIC
DESIGN



SOCIAL
MEDIA



SOCIAL
MEDIA



VIDEO
PRODUCTION



VIDEO
PRODUCTION



PHOTOGRAPHY



EOS
CONSULTANT

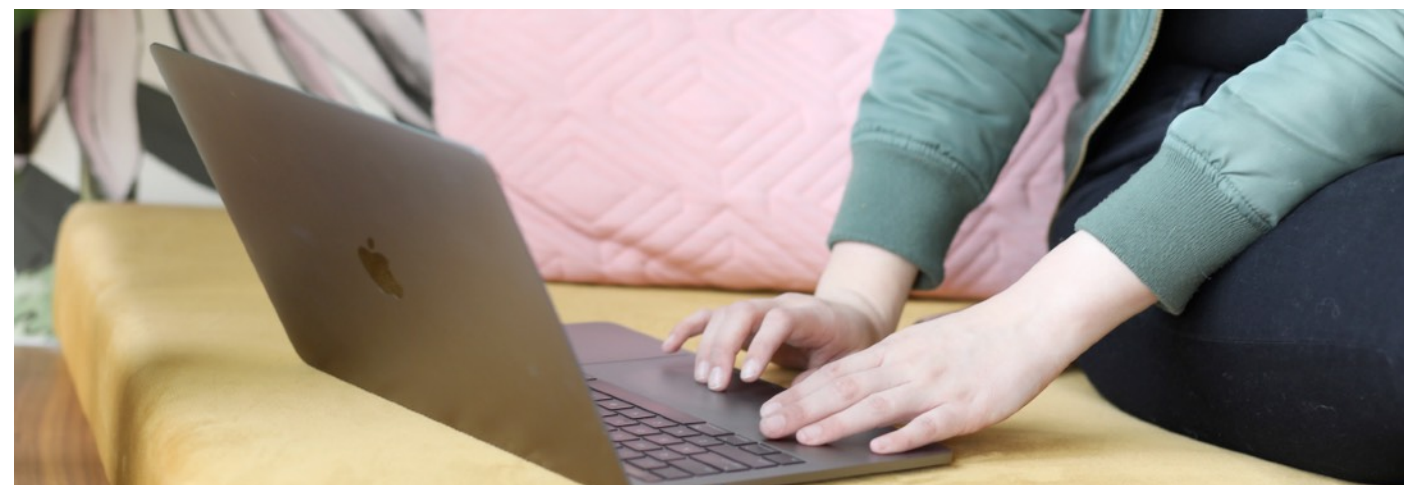
our expertise

Our powerful, specialized teams bring the full range of skills and strategy needed to make your mission real.



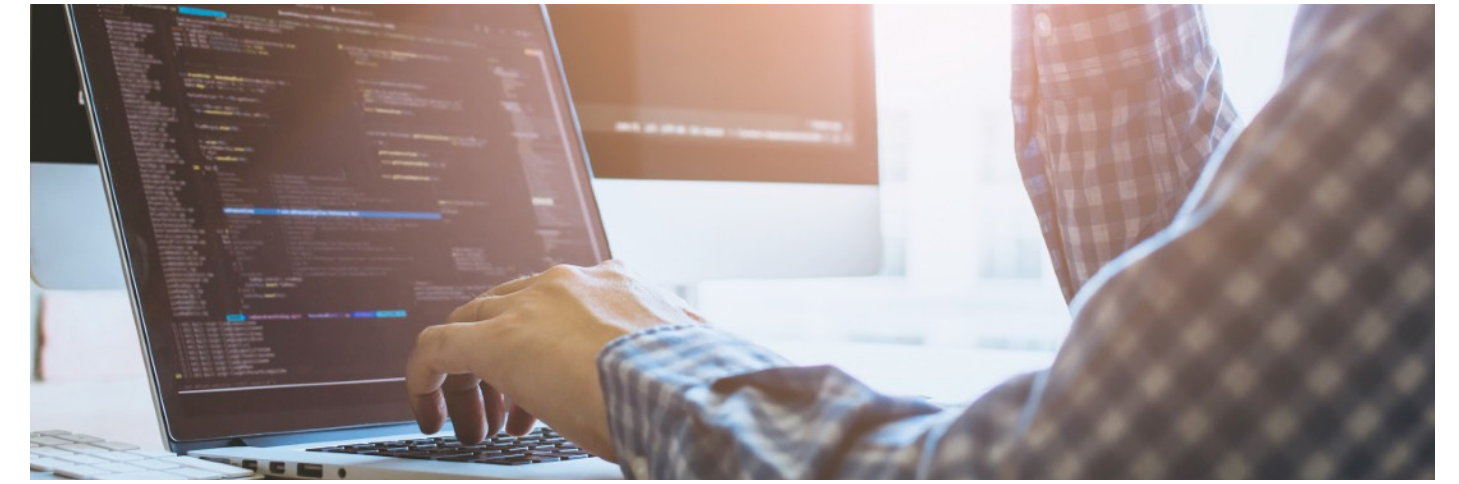
STRATEGY

Impact Assessment + Strategy
Brand Strategy
Communication Strategy
Campaigns



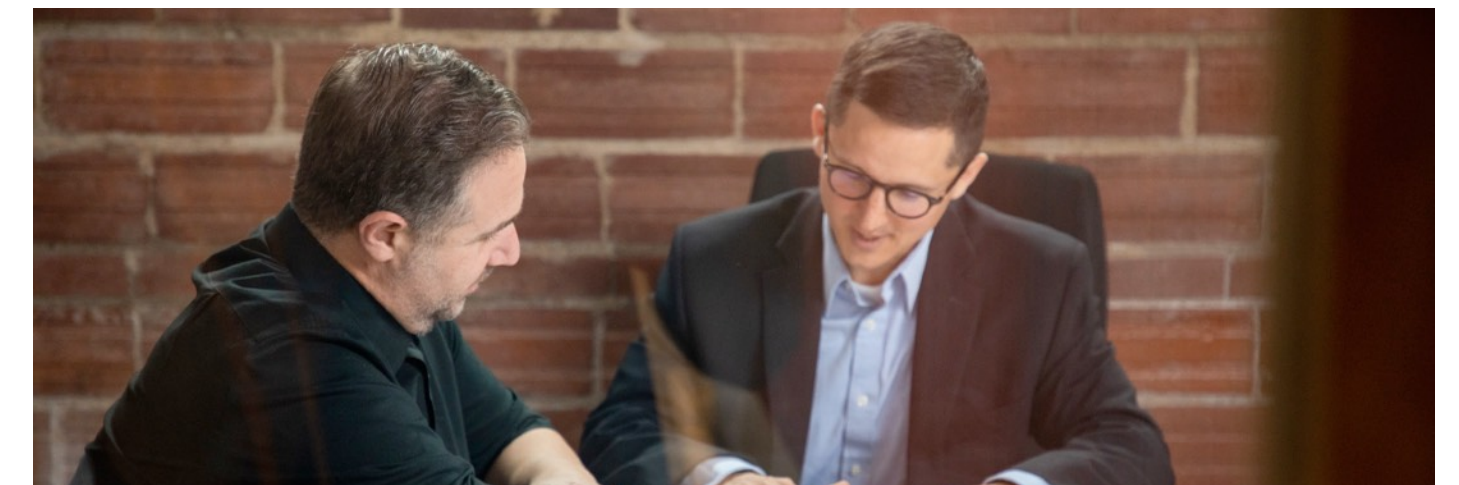
INTEGRATED SERVICES

Blog & Content Development
Video/Motion Graphics
Email Services
Social Media
Paid Media Services
Print Services & Direct Mail



WEB SERVICES

Custom Website Creation
Existing Websites
Additional Services



CONSULTING

EOS Consulting
SWOT Session
Meeting Facilitation
Executive Coaching
Culture Impact Assessment

The background of the slide features a photograph of a man in a dark jacket and light-colored shirt, sitting at a table in what appears to be a meeting or conference. He is looking towards the camera with a slight smile. The image is heavily overlaid with a semi-transparent yellow filter. In the top right corner, there is a red triangular graphic element containing a white flame icon.

Culture & Communication + Purpose. Exceptional Results.



createfervor.com

What if...





Culture:

Company vision, values,
norms, systems, symbols,
language, assumptions,
beliefs, and habits.



Purpose:

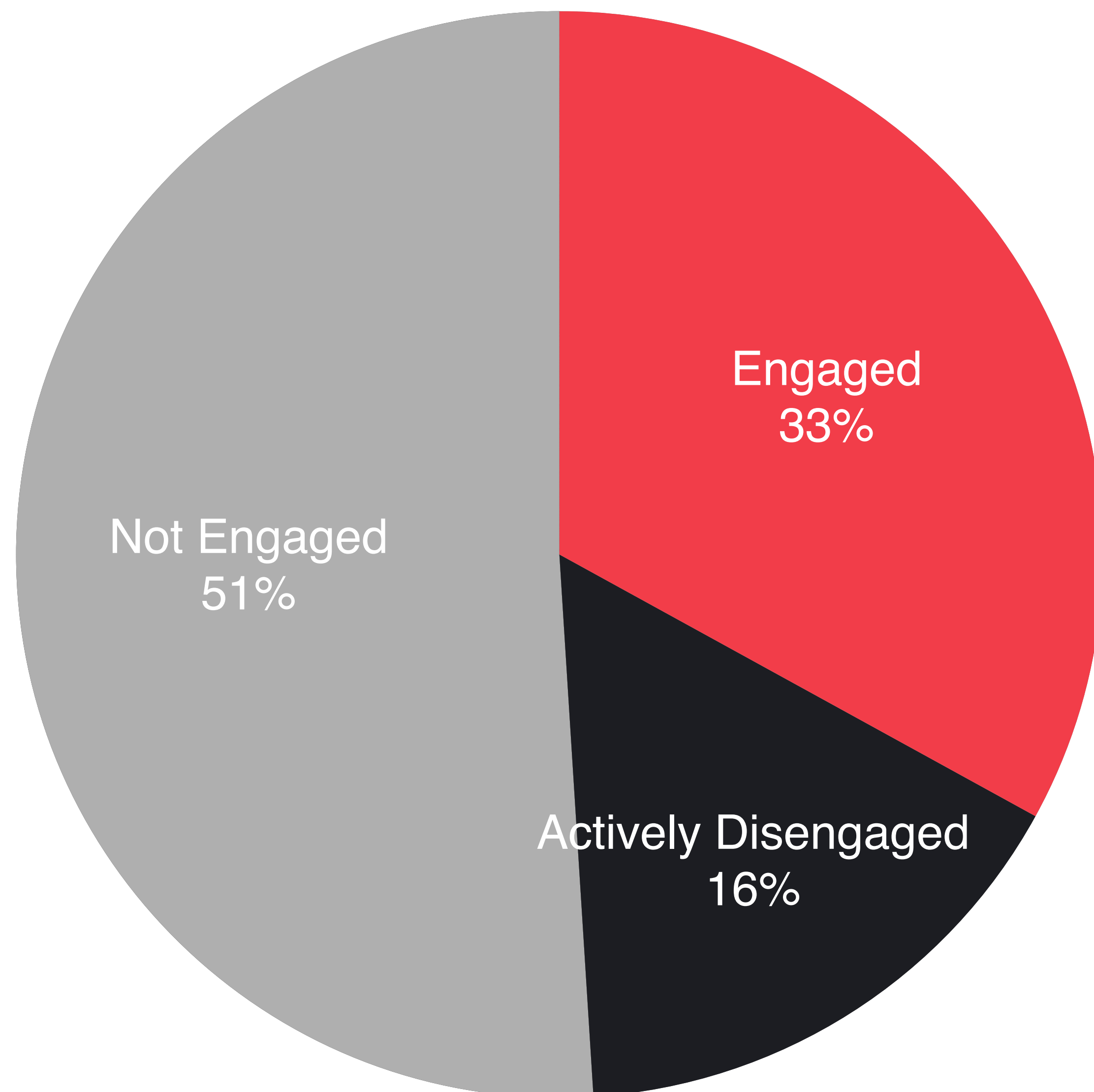
Your personal purpose statement is who you are and why you're here—your passion and values, your goals, your sense of who God made you to be. It gives you clarity and direction as you navigate where God wants you and what He's calling you to do.

**“GREAT BRANDS
ARE BUILT FROM
THE INSIDE OUT”**

- Denise Lee Yohn



● Engaged ● Actively Disengaged ● Not Engaged



/ Gallup State Of American Workplace

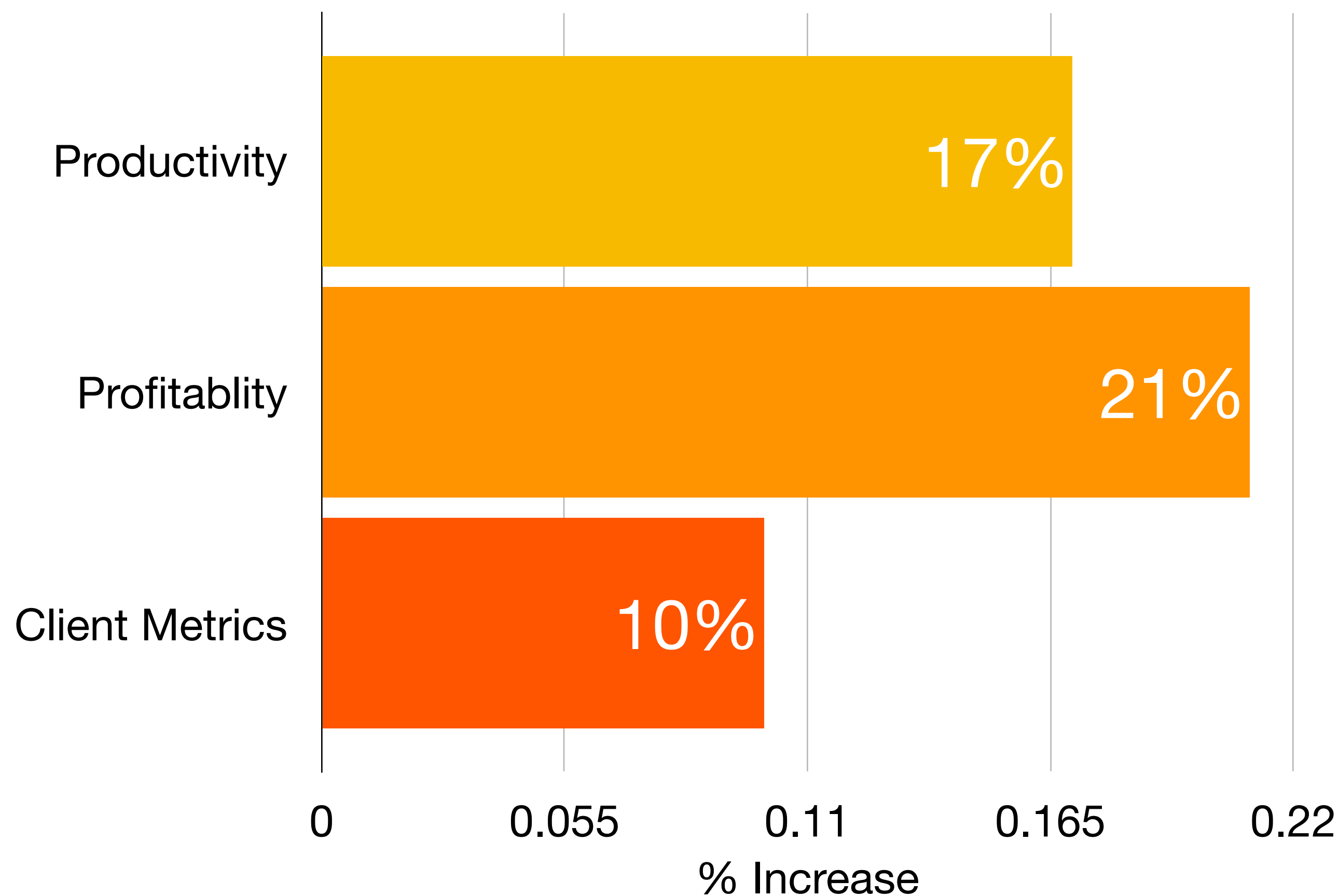
Employee Engagement Crisis

SOURCE: GALLUP STATE OF AMERICAN WORKPLACE

IN 2016, 33% OF U.S. EMPLOYEES were engaged — involved in, enthusiastic about and committed to their work and workplace. The latest number is the highest in Gallup's 15-plus years of tracking employee engagement. But it's not quite cause for celebration. The majority of employees (51%) are not engaged and haven't been for quite some time. Employee engagement has barely budged over the past decade and a half. At times, the metric has stagnated, and at other times, it has even retreated. From 2012 to 2016, employee engagement increased by just three percentage points. The U.S. — and the world at large — is in the midst of an employee engagement crisis.



■ Productivity ■ Profitability ■ Client Metrics



/ Gallup State Of American Workplace

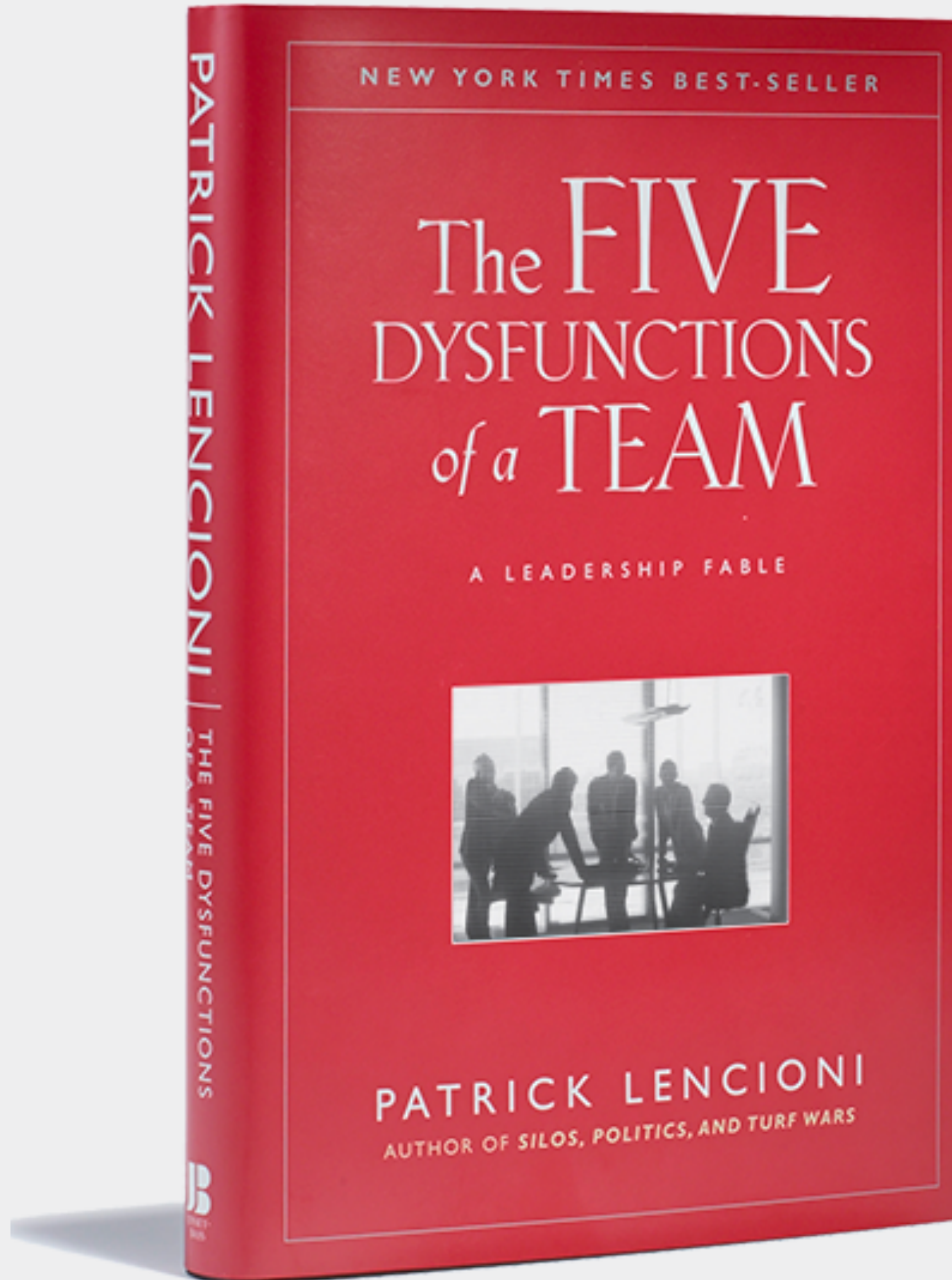
% Increase With Engaged Workforce

SOURCE: GALLUP STATE OF AMERICAN WORKPLACE

Showing up and staying. Engaged employees make it a point to show up to work and do more work — highly engaged business units realize a 41% reduction in absenteeism and a 17% increase in productivity. Engaged workers also are more likely to stay with their employers. In high-turnover organizations, highly engaged business units achieve 24% lower turnover

The background of the image shows a group of people's hands reaching towards a laptop, suggesting a collaborative work environment. The entire image is overlaid with a semi-transparent yellow filter. In the top right corner, there is a red triangular graphic element containing a white flame-like logo.

***Organizational culture is
everywhere you look.***



TEAMS CONTRIBUTE TO CULTURE

- 1 TRUST
- 2 FEAR OF CONFLICT
- 3 LACK OF COMMITMENT
- 4 AVOIDANCE OF ACCOUNTABILITY
- 5 INATTENTION TO RESULTS

core

principles

We're proud of how we serve clients here at Fervor. When we talk about partnership, we all take it seriously. We're advocates for our clients and advocates for each other. It's what we're called to do. If you're game to work with us, this is what we stand for.

VALUES CONTRIBUTE TO CULTURE

HUMBLE COLLABORATION

More concerned with getting it right than in having to be right, we balance expertise with openness, curiosity, and the freedom to disagree.

FAITH FOUNDATION

Biblical principles are Fervor's solid footing. It creates an environment where we grow as people and professionals in creativity, community, and connection.

COMMITTED ALLIES

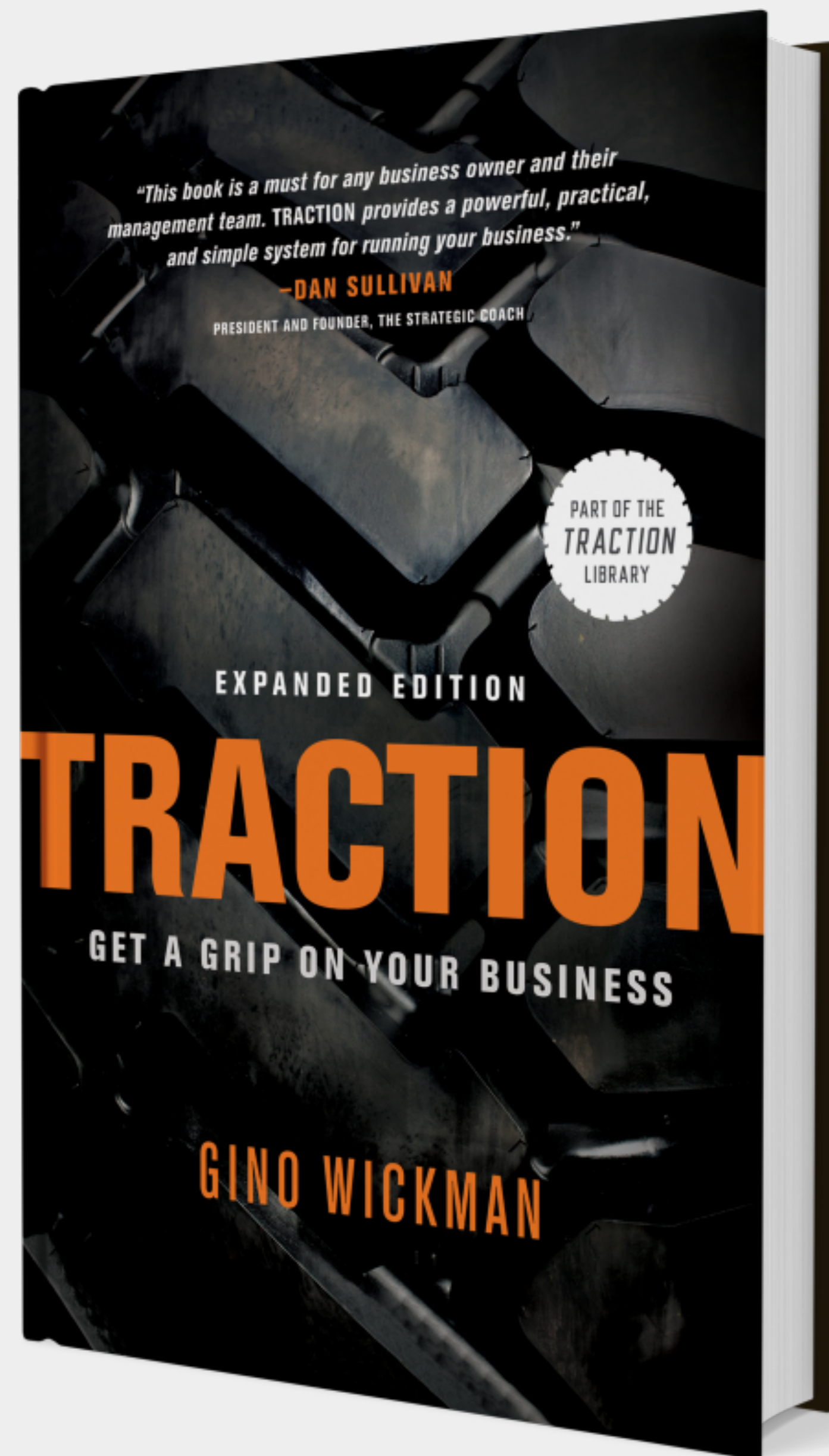
Once we're in, we're in. As team members, we're fiercely loyal, working to support and challenge each other to maximum potential. As powerful advocates, we dig in, knock down barriers, and help make our clients' visions of a better world *real*.

OWNERSHIP MENTALITY

We're committed to serving with nothing but excellence. We're not perfect, but we always own the task before us, because when we win, our team wins, and ultimately our clients win.

RELATIONSHIPS FIRST

We're in the people business and relationships are our currency. Compassionate honesty is our approach: we check for blindspots, strive for transparency, and seek the truth in everything.



OPERATIONS CONTRIBUTE TO CULTURE



*COMMUNICATION
IS CULTURE.*



***Your People Create Your
Culture:
Ideal Advocates***

“Katie” Internal Employee

*Internal
Ideal Advocate™
Profile*



Katie

Age 35-44

Role Internal

Education Bachelor's

Entry Personal / Teacher



Narrative

Katie has always had a drive to make a difference, so when it came time to take the next step in her career, she eagerly accepted a role at Youth Entrepreneurs. Even on tough days, Katie remains committed to doing work that matters. More than a job, this work feels like the right thing to do, and so it's deeply meaningful to Katie. Katie is an achiever: she craves accomplishment, needs to take action and intends to solve problems. At Youth Entrepreneurs, she's able to live out these goals. The foundational values YE teaches are personal to Katie, and she's taken ownership of executing the organization's mission.

Needs

- Katie needs to feel like she's contributing something, and she needs tangible evidence of her impact.
- Katie needs the Youth Entrepreneurs vision clearly cast for her. Katie wants to fully grasp the organization's intentions for the future.
- Katie wants to be an active participant in executing the YE mission, and needs to feel empowered to do so.
- Katie needs to be given ownership over her role and the freedom to pursue her responsibilities with excellence.
- It's crucial for Katie to understand the reasoning behind internal changes at YE. Katie needs direct, comprehensive internal communication.

Frustrations

- Katie has worked elsewhere, serving organizations she thought would answer her calling — but impact didn't fruit. So she's never been hungrier to make a measurable difference through her work at YE.
- Katie could easily work 24/7 and her job is demanding — but she needs a healthy work/life balance.
- Katie prides herself on her professionalism, so she feels frustrated when she's made to look uninformed or when she's left in the dark about the latest at YE.
- Katie and her colleagues are hard-wired to focus on what needs to be changed, and since they approach their own roles through an entrepreneurial mindset, it's challenging to stop and celebrate the wins.
- Katie does not tolerate a lack of integrity, so when someone behaves unethically, Katie takes the pain personally.

COMMUNICATION

1. Email
2. Face to Face
3. Text Message

SOCIAL MEDIA



VALUES

Conventional		Contemporary
Analytical		Instinctual
Traditional		Modern
Practical		Premium
Systematic		Sentimental

KEY INSIGHTS

"I chose to work for YE in the beginning based on the impact on society via direct impact on youth."



**CULTURE
CREATORS**

**CULTURE
KEEPERS**

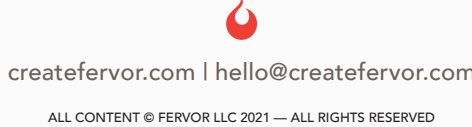
**CULTURE
CONSUMERS**

**CULTURE
CONSTRUCTORS**

ENGAGED

DISENGAGED

**ACTIVELY
DISENGAGED**



PURPOSE + PAYOFFS



EXERCISE: PURPOSE + PAYOFFS

Communication + Culture

Communicating well is a real need in our world today. Taking an intentional approach to healthy communication practices can help every organization, team and individual. Healthy communication practices contribute to increased connectivity, better results, happier teams and improved culture.

1. Be Known

Being truly known in your organization is key to feeling connected and fulfilled. Great organizations and great teams have bridged the gap that used to exist between being all business and too personal. You need the right amount of both. Connecting personally with people on your team, on other teams and across the organization is paramount.

Exercise: Make a list of people you need to personally connect with and how you plan to connect. Remember—what gets scheduled gets done.

NAME	COFFEE/LUNCH/COCKTAILS	BY WHEN

Relationships
aren't efficient.

2. Be Consistent

Consistency is key to any great internal communications practice. Stick to a schedule for at least 90 days before changing or adjusting it. Team meetings, company meetings, broadcast internal emails and the rhythms that go with each say a lot about a team or organization. And even more critical is the ability to stay consistent in communication no matter what is going on around you. Consistency anchors the team in solid communication habits.

3. Be Intentional

The way you structure and strategize your meetings, communications, and connections with others shows what we value. It's crucial to make sure our rhythms are always intentionally driving toward your organization's most deeply held values.

Exercise: Fill in examples of meetings or events that your team/organization needs to enhance.

Weekly/Regular Meeting (*No Fail Meetings*): _____

Monthly Connection Plan (*Traction*): _____

Quarterly Connection Plan (*Traction*): _____

Yearly Connection Plan (*Traction*): _____

Resource:





**WHO
WITH**

**WHO
FOR**



EXERCISE: WHO WITH & WHO FOR

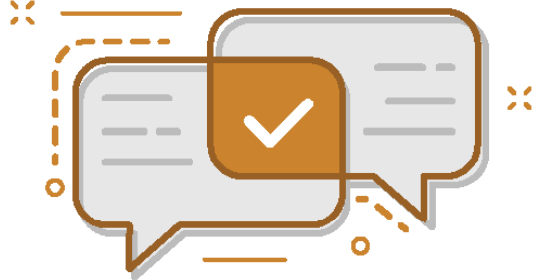
4. Be Forward

Every team and organization is made up of people. With people comes conflict, and how you deal with that conflict points to your values as an organization. The best teams and organizations confront conflict head-on in healthy ways. Avoiding crucial conversations only inhibits your ability to perform and limits your fulfillment as a team member.

Exercise (use the FETCH method to hold a crucial conversation):

1. LET THEM KNOW I AM “FOR” THEM
2. STATE THE PROBLEM
3. OWN MY PART
4. HEAR THEIR SIDE
Deal with diversion (e.g. “let me get back to...”)
5. REQUEST SPECIFICALLY WHAT I WANT
Be hard on the issue and soft on the person
6. GIVE CONSEQUENCES, IF NEEDED
7. REITERATE THAT I AM “FOR” THEM
Grace leaves quickly
8. CHECK BACK IN WITH THEM WITHIN 24 HOURS

Resource: FETCH: Frustration Elimination Through Conversation that’s Healthy



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5. Be Focused

Too many times we think we’re heading up the same “hill,” only to find that we never agreed on where we were trying to go. Even worse, we may have missed a chance to celebrate the win once we got there. A focused, tangible goal catalyzes a team and organization, and it helps us make sure we’re all climbing the same “hill” together.

Exercise: Think of a team or committee you’re on where you could help define success. Tie your definition to company values and describe what happens when you win.

1. Define success: _____

2. How will you tie values/principles to team/organization goals? _____

3. How will you celebrate wins?
Individually: _____
Team/Organization: _____

How can we help
you do *The Most
Good Possible?*

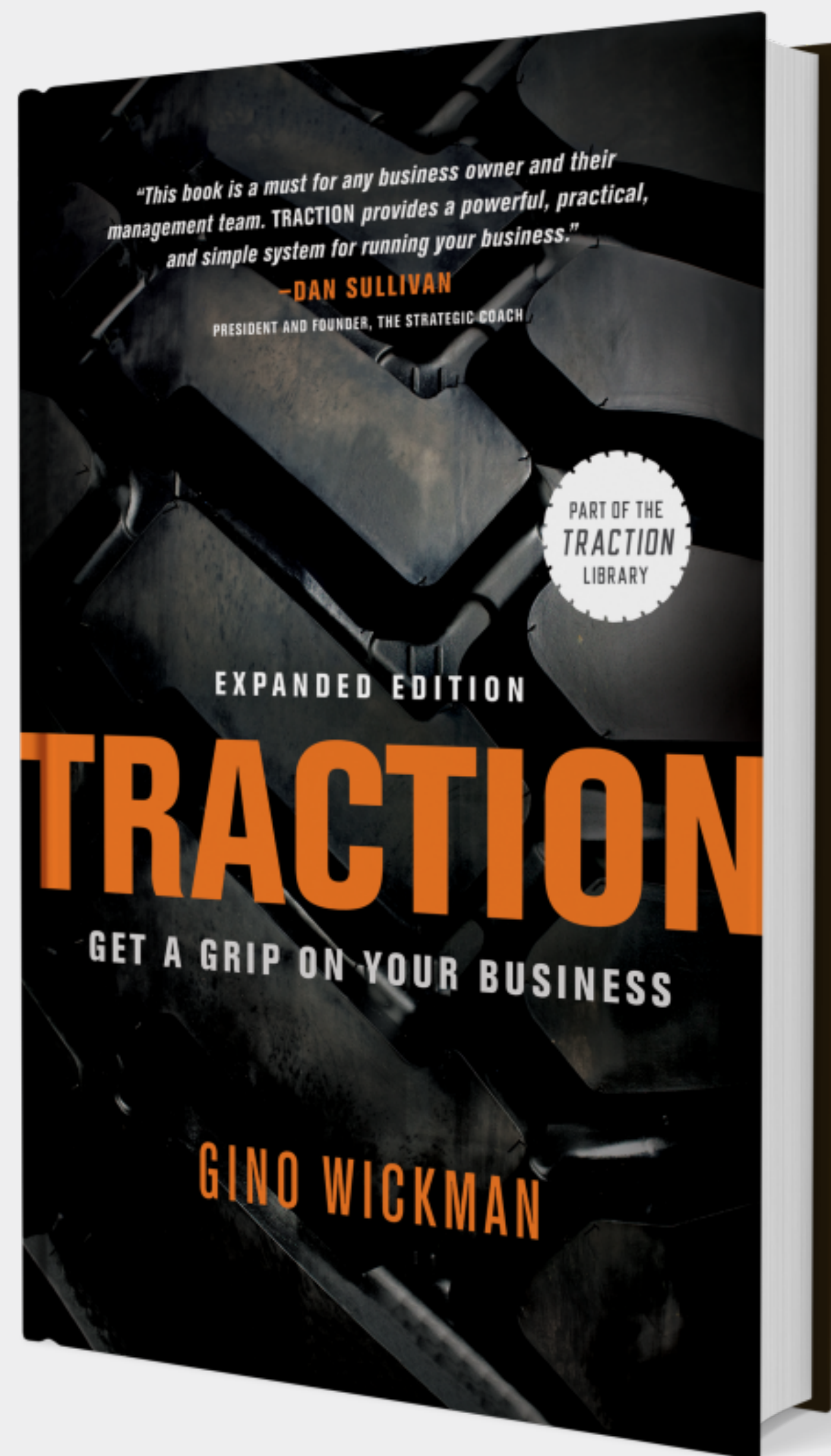
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OPERATIONS
CONTRIBUTE
TO CULTURE.

Q2 V/TO



the vision/traction **organizer**

VISION	Core Principles		Core Target	3 Year Picture
	Core Focus™	Passion:	Our Niche:	Future Date: Revenue: Measureables:
	Marketing Strategy	Target Market / "The List": <div>Three Uniques: 1. 2. 3.</div> <div>Proven Process:</div>		What does it look like?
TRACTION	1 Year Plan		Rocks	Issue List
	Future Date: Revenue: Measureables: Goals for the year:	Future Date: Revenue Goal: Actual: Measureables: Rocks for the Quarter (Who):		



COMPANY **ROCKS** (75% complete)

1. Close \$1 million in new business - Bill **Complete**
2. Document delivery process and train all - Amy **Incomplete**
3. Narrow CFO candidates to two - John **Complete**
4. Implement new IS software - Sam **Complete**

Q2 rocks

TEAM ROCKS (67% complete)

Bill's Rocks

1. Close \$1 million in new business **Complete**
2. 10 new prospects in the pipeline **Incomplete**
3. Hire one new salesperson **Complete**

Amy's Rocks

1. Document delivery process and train all **Incomplete**
2. Create customer feedback system **Complete**
3. Update database **Complete**
4. Proactively contact top 10 clients **Incomplete**
5. Revise and recommunicate Accountability Chart **Complete**

John's Rocks

1. Narrow CFO candidates to two **Complete**
2. Finalize and implement new hire orientation **Incomplete**
3. Increase line of credit to \$1 million **Complete**

Sam's Rocks

1. Implement new IS software **Complete**
2. Roll out our new website **Complete**
3. Retrain all on A/R and A/P policy **Complete**
4. Finalize new client contracts **Incomplete**



***Internal Communication
Builds Your Culture.***



Internal Communication

1

BE
KNOWN

2

BE
CONSISTENT

3

BE
INTENTIONAL

4

BE
FORWARD

5

BE
FOCUSED



BE KNOWN

MANIFESTO

Our Leadership Philosophy

We're proud of how we serve clients here at Fervor. When we talk about partnership, we all take it seriously. We're advocates for our clients and advocates for each other. It's what we're called to do. If you're game to work with us, this is what we stand for:

- > **We're made for impact.** It's why we're here. We care about making a difference in our companies, the city, the world and the Kingdom.
- > We're...

A group of people, mostly women, are shown from the chest up, looking down or slightly to the side. They are wearing white t-shirts with text. The image has a strong orange and red color overlay. Two horizontal white lines are positioned above and below the main text.

RELATIONSHIPS ARE INEFFICIENT

Don't
Die
in
the
Streets

24
HOURS TO LOVE OUR CITY



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NAME	COFFEE/LUNCH/COCKTAILS	BY WHEN

Relationships
Are Inefficient



BE
CONSISTENT



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BE INTENTIONAL

IMPACT ASSESSMENT™ + STRATEGY

Fervor

PREPARE
DATE

MARKETING
MADE FOR
IMPACT



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Resource:



AGENDA FORMAT



Meeting Agenda

Meeting Title: MH | Internal Team Meeting Agenda

Date & Time: Wednesday, January 23, 1-2pm

Participants: Mike, Anne, Sarah, Olivia

Meeting Leader: Sara

Meeting Facilitator: Yolanda

Meeting Purpose (5 minutes)

Primary Purpose

- + Working session to review messaging + general project status

Desired Results

- + Consolidated feedback on messaging to date
- + Ideal advocate interview questions solidified
- + Team on the same page for next steps

Meeting Program (50 minutes)

- + Feedback and revisions on [Purpose, Core Values, Promise + Pillars](#)
- + Review a general discussion guide for the (4) ideal advocate interviews
 - + Internal Advocates
 - + Customer Advocates
 - + Commercial Developer
 - + Facility Manager
 - + Skilled Craftsman (iron worker or roofer)
 - + Laborer
- + Decide on other Ideal Advocate interviews (issue of hours)
 - + Community partners
 - + "Extras" of the other advocates
- + Hours review / Hours remaining by team member
- + Review upcoming tasks in Asana

Assign Ownership (5 minutes)

- + Assign tasks and set deadlines





**BE
FORWARD**

RESOURCE:



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BE FOCUSED





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Internal Communication

1

BE
KNOWN

2

BE
CONSISTENT

3

BE
INTENTIONAL

4

BE
FORWARD

5

BE
FOCUSED



Panel Q&A



Fervor

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CHIEF OF STAFF

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we are marketing for
the most good possible.



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thrive



CHRISTIAN LEADERSHIP
ALLIANCE