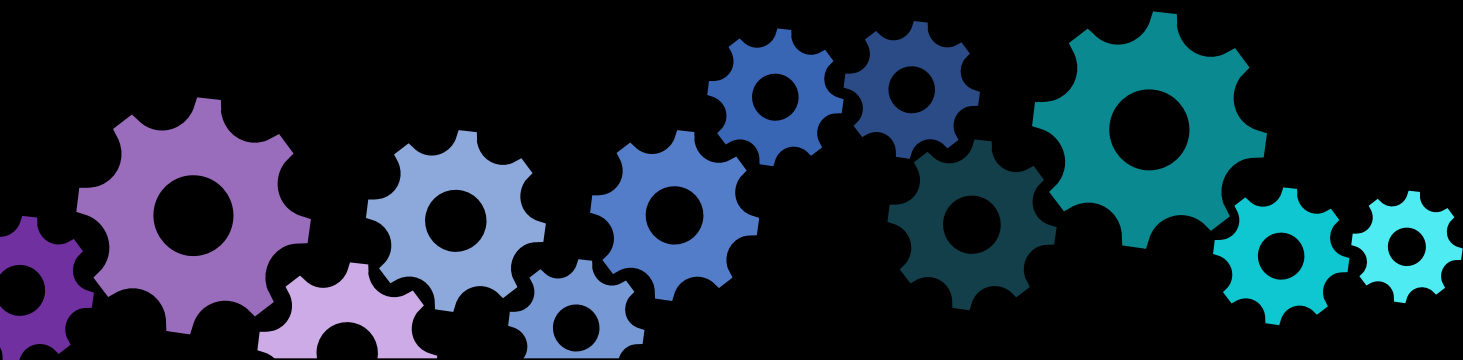


CultureWorks – Business Model Assessment | March 3, 2017
Nichelle DuRubeis, Fred Kinglee, Tiffany Spraggins, and Callan Wall



Business Model Development | Dr. Natalie Nixon

The existing landscape

In the first week of Trump's presidency, the futures of both the National Endowment for the Arts and the National Endowment for the Humanities were in question. However, what President Trump and many others failed to see is the arts and culture sector is a \$704B industry nationally, employing 4.7 million workers (Mitchell, 2017). Defunding them will have a major financial implications in our economy. With cultural organizations and audiences contributing \$1.4B in direct expenditures to the Philadelphia area, CultureWorks is not as short sighted when it comes to the opportunity to support the arts and get a piece of that market (Supporting Arts Recession, n.d.). Company A does this by providing creative entrepreneurs physical space in which to work, business consulting, and management of back office needs. Initially, Company A capitalized on the emerging coworking trend and only provided office space for their members. While their offerings have expanded, the coworking space continues to be ever more important as available office space is decreasing in Center City, making rent costs increase (Penny, 2017). As entrepreneurship continues to grow, coming out of the economic downturn of 2008, new businesses and projects are coming to fruition every day, out of people's dreams and into reality (Entrepreneurship and the US Economy, 2016). Company A has found its niche in the intersection of rising innovation, the uncertainty of federal funding, and increasing resource costs.

The current state of Company A

Company A currently provides four different services to their members. Members can combine the different offerings to meet their own organization or project needs.

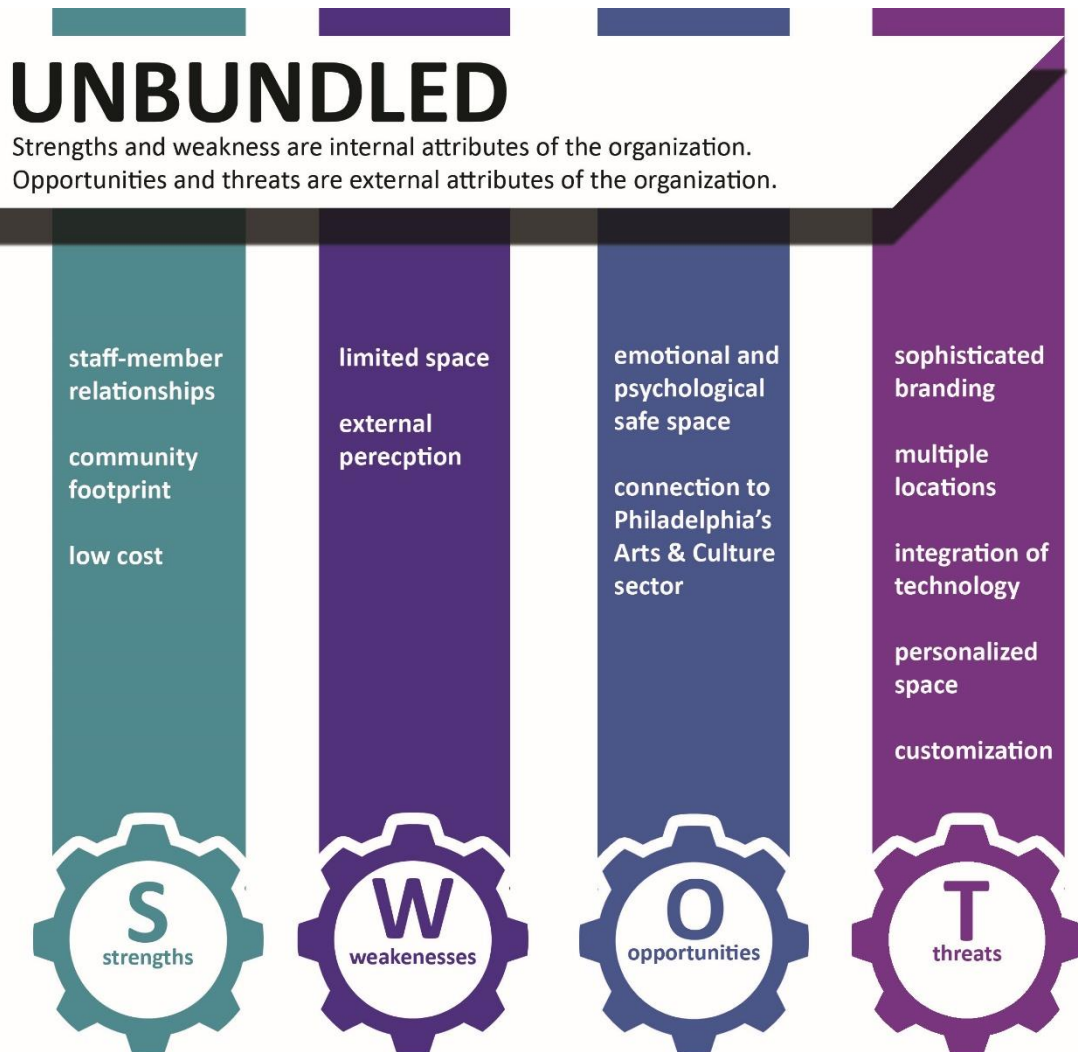
- **Cowork:** Their primary offering, and largest revenue stream, provides multi-level memberships to use their shared workspace and conference rooms.
- **Copilot:** Their management "temp agency" provides ad hoc services by the hour for which members pay.
- **CultureTrust:** Their affordable back-office support provides resources such as project management, accounting, and a 501c3 status to their member's charitable projects and organizations.
- **Venture:** Still in development and will focus more on comprehensive marketing and growth.

Each of these services is designed to address the needs of their members at all stages of their business development, from starting with an idea to being a fully formed organization. However, what Company A provides for their members goes beyond their service — they alleviate their pain. Company A provides physical and emotional space so that members can leverage more of their time and brainpower for growing their individual creative endeavors. In their own words, Company A is in the business of human flourishing.

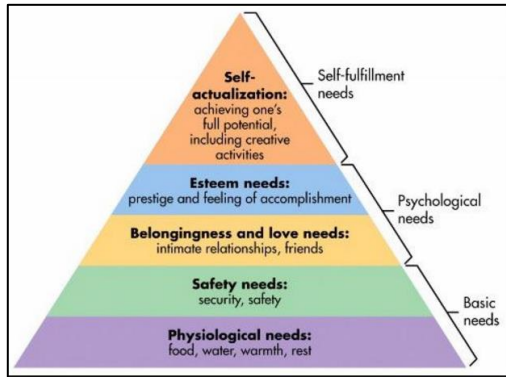
The current business model | Unbundled

Reviewing the current business model of Company A, we learned that they utilize the business pattern of unbundling. In the *Unbundled* pattern, within one corporation, there are three fundamentally different types of businesses

- **Infrastructure business:** This is Company A coworking space.
- **Product Innovation business:** The Copilot offering is innovative in that it meets the needs of members who may not be ready for CultureTrust but have grown their business to need more than coworking space. This product is flexible since it is paid by the hour and members can pick and choose the services they need.
- **Customer Relationship business:** Their CultureTrust offering allows staff to work alongside members in each phase of their journey. The value is in that hands-on service that the staff provides.



In our initial empathy interviews and research, we found that the value proposition of CultureWorks is their ability to provide growth opportunities to their members through the vehicle of emotional and physical space. By speaking with CultureWorks members and staff, and reviewing member quotes from their internal materials and reports, two insights that improve their members' experience rang out to us. The first insight is when considering both the tangible and intangible benefits that members receive, we can clearly connect each one to Maslow's Hierarchy of Needs. CultureWorks starts with providing the basic needs (physiological and safety) by giving members the space to explore



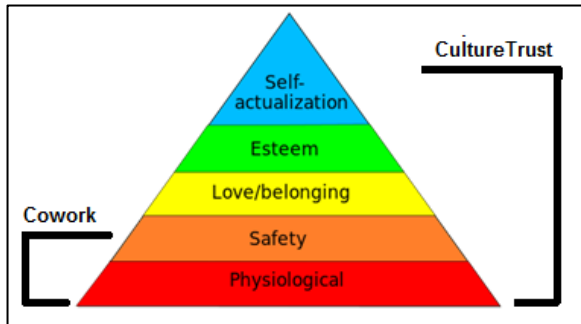
ideas and make their business legitimate. As members' business needs grow, they can join in the Copilot or CultureTrust offerings, which provides them the opportunity for further staff interaction. By getting to know their members on an intimate level, coaching them through the creative and business process, and fostering their esteem by supporting them outside of CultureWorks, they not only meet the growth needs of their members, but propel them up the hierarchy toward a level of self-actualization. A think piece on the Contemporary Black Canvas podcast—a podcast where Pia Deas interviews Black artists of different mediums and genres via Skype—expounds upon this. While CultureWorks provided the fiscal home to get Pia off the ground, it also gave her a home and a starting point that “allowed Deas to exercise her artistic vision through her podcast” (Ferraz, 2016). CultureWorks is the coach that guides the baseball player through correctly holding the bat to being a proficient pitch-hitter. Having that one-on-one connection allows CultureWorks to catch their members when your progress is disrupted, and gives them clear direction of how to move forward when these moments occur. This is invaluable.

The second insight we had about the value CultureWorks provides to their members is that their staff and the culture they have developed internally. This is not only crucial to their success, but we believe it is their Epicenter of Innovation. Last year, the team went on a retreat with Ed Tetterer who, through pre-work, gained insight on the staff's perspective of the organization by having each member create a “This I believe” statement. What he discovered was that they shared similar beliefs on racial and socio-economic justice and how to be authentically embedded in the community as opposed to “parachuting” in when the opportunity presented itself. Their core values demonstrated their commitment to the Culture and Arts sector of Philadelphia and their support of emerging artists as well as individual entities. These values are also what attracts them to partner with similarly mission-aligned organizations within Philadelphia such as The Cultural Alliance, The Painted Bride, The Village, and various others making CultureWorks network reach even further. Keeping these core values in mind, they have built an internal culture that allows for open honesty and feedback in real time and developed a yearly performance review process which takes a holistic approach by setting personal and professional goals. They recognize individuality of their staff and want their staff to be successful in all aspects of their life. This empathic culture extends to the work they do with clients. In our analysis and conversations, it is evident that their high-touch model

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and genuine support of members and staff allows them to differentiate themselves from other spaces that do similar work. It is this value that keeps their members invested. Community Engagement Co-Director, Employee A, said that “when they struggle we struggle.” Fortunately, the empathy exhibited by the staff is not limited to difficulty. When goals are reached by their clients, Employee A said, “I feel high for the rest of the day!”

Because of the high-touch nature of the CultureTrust program, members get both the physical and emotional support from the staff, which gives them confidence to be able to



achieve their business and personal goals.

Likewise, relationships established between the staff and the CultureTrust members create sense of belonging and community. All needs of the members, based on the tiers of Maslow’s hierarchy, have been met. In comparison, the members of Cowork are only receiving the bottom two tiers. Employee C, Associate Director, put it best when she said “The people we are closest to physically are not the people

we work with on a daily basis (Sytsma, 2017).” With this in mind, we explored the Peer to Peer pattern and focused on the Cowork members in hopes that they would be able to create a sense of psychological and emotional safety amongst themselves.

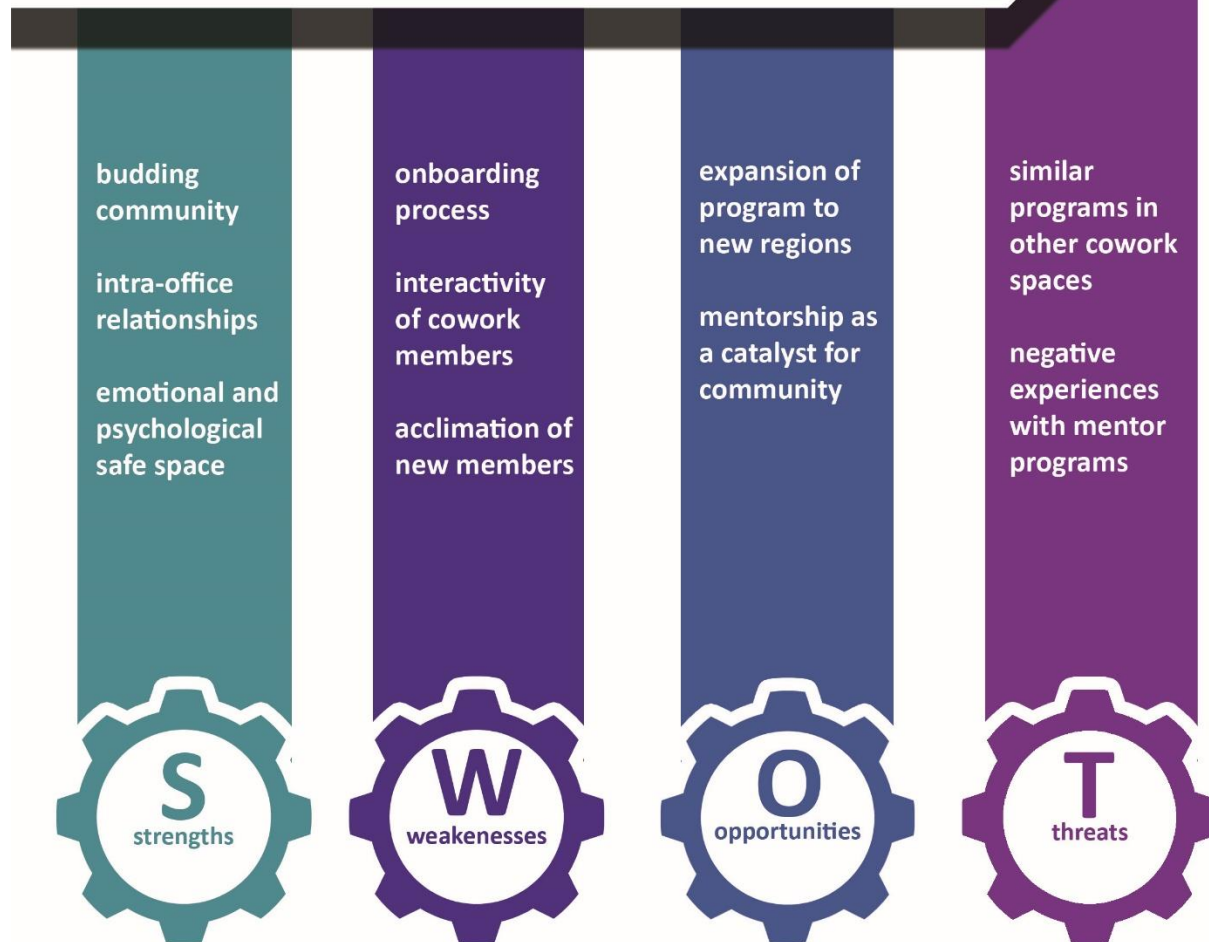
The new business model | Peer to peer

CultureWorks excels at providing one-on-one support for their CultureTrust members, but with a staff of nine, we are aware that there may be difficulty scaling that level of support to the Cowork members. Applying the Peer to Peer business model, we determined that a focus on mentorship could greatly increase the likelihood that the psychological and emotional needs of CultureWorks Cowork members could be met. Current Cowork members would have the opportunity to become mentors for newer members; acting as consultants for CultureWorks. This would foster a greater sense of community amongst the Cowork members – elevating those members to higher tiers in Maslow’s hierarchy of needs by creating a sense of belonging and esteem.

In the Peer to peer business model, we are able to shift the Epicenter of Innovation from their staff, to their members.

PEER TO PEER

Strengths and weaknesses are internal attributes of the organization.
Opportunities and threats are external attributes of the organization.



Can we understand the community needs of the members?

Experiment 1: Community worksheets

Background: Gather insights from members to see what their community needs are.

Methodology: Create a worksheet that visually captured the feelings and thoughts of the Cowork members about the staff and the space. We asked them to visually draw what their ideal work community would look like. By engaging the creative side of the members, it would yield better results. We could compare responses to see if the needs and values aligned with a potential for community. The worksheets were placed in the common spaces with clear instructions and 12 were provided to members who were working in the space that day. Additionally, Employee B, the Trust Director, personally asked five members to complete the

worksheet; placing them directly into their hands. While the results were not immediate, we did get back eight worksheets. Finally, we spent four hours in the space watching how people interacted with each other in both the coworking space and the common areas.

Findings: While observing how the members interacted with each other in the space, it confirmed the Thrillist article description which stated CultureWorks had a “senior-year-finals-week kind of vibe: members are focused and independent, less interested in community and more interested in getting their work done.” At one point, Callan sneezed. It was met with silence rather than a “Bless you” or “Gesundheit.” It seemed as if the members were not interested in providing even the most basic level of social sensitivity. In spite of these observations, we would soon feel the ground underneath us begin to move. Our findings would lead to a shift, and it was going to be a pivotal moment.

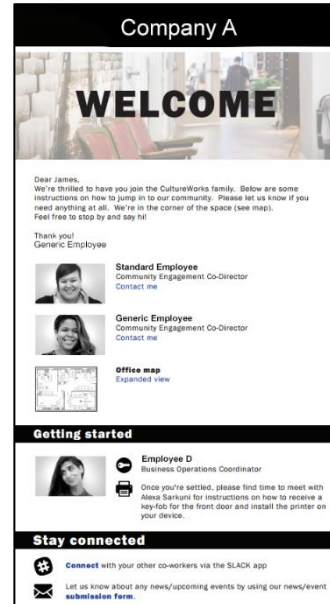
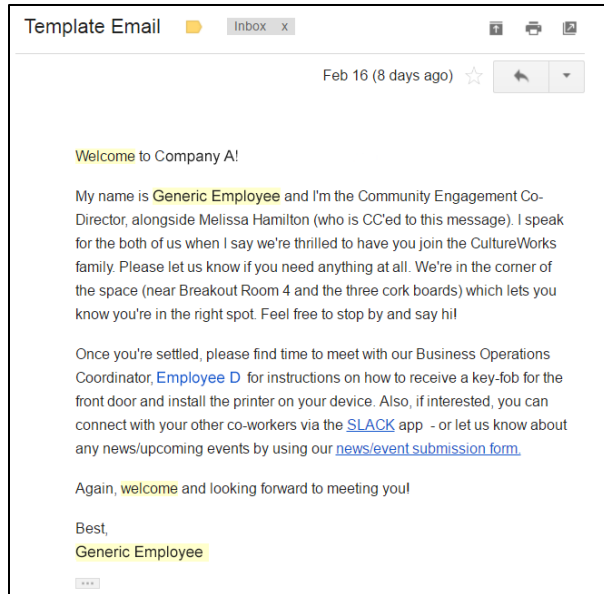
The Pivot | There is a community

One of the worksheets we received back had a great piece of insight on it. When we asked a member to describe the image that comes to mind when you think about CultureWorks, they said it is “a gypsy encampment – in the best way. All that is missing is the bonfire” (Anonymous, 2017). This indicated to us that there is a community, though it is an inclusive one that doesn’t always welcome in outsiders initially. After speaking with the staff, they did confirm that more established members did interact with other long-standing members in the coworking space. Now that we knew there was a community there, we wanted to understand the best way to communicate with them and leverage them.

Experiment 2: Refresh the welcome email

Background: In an interview with Rashanda Freeman, the Community Engagement Co-Director, we discovered that new Cowork members receive a welcome email after they sign up (Freeman, 2017). The email was shared with us, and after review, we wanted to test whether it was an effective means for communication amongst the members.

Methodology: Redesign the welcome email to be more visually dynamic. We didn’t depart too far from the original email content, but we included photos, maps, and icons to help define the message, as well as personalized the email. We also used visual hierarchy to differentiate various pieces of information. We then tested each email with non-members. We had our participants read print outs of the original email as they normally would, and then our team would have them recall the information they absorbed. We had our participants repeat the same process with the new email.



Findings: Every participant in our experiment was able to recall more pertinent information from the new visual email. They remembered the staff names at a better recall rate, and were able to explain the roles of all three members. Surprisingly, they also shared that they felt more welcomed into the community with the new email. We learned that visual communication is as essential as written communication when it comes to onboarding new members. Providing photos, maps, and clear instructions helps new members understand their next steps. This saves the staff time in having to onboard them to the community – an invaluable commodity.

Experiment 3: Will you be my mentor/mentee?

Background: Based on our exploration of the Peer to Peer business model, we wanted to see if members would be interested in participating in a mentorship program. We realized we couldn't shape an instant community due to current cultural norms and patterns of interaction. However, if we were to pair members based on their needs, we could build more meaningful interactions within the community that would allow relationships to flourish.

Methodology: We created a board that provided four mentor/mentee options:

- Be mentored by someone that has 20 years' experience and is established in your industry
- Be mentored by someone who is new to the scene, but is a fast-riser. They have already been recognized as an up-and-coming entrepreneur by several media sites.
- Be a mentor
- Don't be a mentor/mentee

With food as an enticement, we hung out in the kitchen and polled Coworking members as they came by – also inquiring about the length of their membership. We wanted to see if longer-standing members were more likely to want to mentor over be a mentee.

Findings: Out of all of the people polled, every single one of them said they would want to be a mentor or engaged by one as a mentee. Only two people chose either to be a mentee or not participate at all. Also, early in the experiment, we realized that limiting the choice to one of the options was a hindrance. Most people who participate in a mentorship like to pay it forward, and so it becomes cyclical. Based on our results, we are confident that building a mentorship program at CultureWorks would be successful.

Theory: Organizational Culture

Knowledge in hand, our team was ready to move forward. Clearly, there was a culture that existed within CultureWorks, but it needed to be more prominent. Interactions between members of the CultureTrust and the CultureWorks staff clearly demonstrated that there was an established safe space. These sentiments were echoed by Employee C. In one of our initial meetings she told the team of an incident where a member of the CultureTrust was giving a presentation in their conference room that took an unfortunate left turn. She came of the room in tears. Fortunately, she was able to speak with Employee B, receive a hug, encouragement, and return to her meeting as strongly as when she had first entered (Sytsma, 2017).

With this insight, combined with those that we received from our experiments, it was clear that the key CultureWorks idea of “human flourishing” would be building out of their culture. If CultureWorks could leverage the psychological and emotional safety that existed between the CultureTrust and their staff, whilst helping to spark the fire of their communal gypsy encampment, they could create a true and living sense of community. Quoted in Harvard which serve as ‘glue’ to integrate the members of the organization,” (Watkins, 2013). Simply put, organizational culture is the adhesive that makes a business cohesive. When there is cohesion, in terms of culture, an organization can begin to create a story “in which people in the organization are embedded,” (Watkins, 2013). This shared narrative allows for members to write their own tale while building on that of CultureWorks. It presents a unique opportunity for self-actualization while building on the collective culture of the organization.

Allowing the idea of organizational culture to drive our work, we have produced three recommendations that will help CultureWorks to define their culture in a more clear, concise way. By creating a common language, we can ensure that the communication is understood by everyone in the organization helping to build a narrative that “focuses attention on the importance of symbols and the need to understand them — including the idiosyncratic languages used in organizations — in order to understand culture (Watkins, 2013),”. Focusing on the responses from their members, we suggest that a mentorship program be put in place that will ensure that community is created and fostered by emphasizing interaction between and new and seasoned members. Finally, we intend to expand upon that mentorship and leverage it so that it can aid in the blossoming of the CultureWorks family in regions outside of the Philadelphia area.

Short Term Recommendation: CultureSpeaks

Background:

It is difficult to understand at first glance what CultureWorks does, specifically when it comes to their three offerings, Cowork, Copilot, and CultureTrust. Despite hours of research, it took sitting down with staff to get a true understanding of the benefits and activities of each offering. Even when we did interview staff and asked what exactly CultureWorks does, we received various descriptions. One person spoke about CultureWorks being a cultural commons, bringing together a group of creatives to share resources. Another person spoke about CultureWorks being in the community and working alongside creative individuals and organizations, while a third person spoke about providing one-on-one support to help their members flourish. All of these depictions are correct, but they also all paint a different picture. Since the staff is small, each one possesses the ability to slightly shift the explanation of what they do.

When reviewing CultureWorks new brochure, we found the word “generativity,” which refers to the concern for younger people and wanting to contribute to future generations. In our interviews and polling, we found the average person did not know the meaning. We came across a variety of members – intriguing creatives whose work was practical the same time non-academic. They didn’t use words like generativity. However, research shows that in order to define your brand’s voice, you need to listen to the language of your customer. “Before you write, make sure you listen. How do your customers communicate? Are they formal and precise? Or casual and conversational? ...Your goal is to build brand affinity by using the diction and sentence structure that’s appealing to your audience and authentic to your offering,” (Creating the right brand voice, n.d.). While we are using this one word as an example, we do think there is disconnect between how CultureWorks communicates and how their members speak.

Reviewing CultureWorks marketing brochure, website, and internal communications, we found the language used across these materials is inconsistent. On their website, they use the header “Trust” to signify CultureTrust, but nowhere else do they use the word “Trust”. In their new brochure, they call themselves a “cultural management commons” but later in the brochure, they say you can become part of the “cultural commons”. While these differences are slight, it indicates a lack of defined language. If we are trying to get CultureWorks to build a better sense of trust amongst their members, having a consistent tone will help to foster their community and their brand. Harriet Cummings uses ‘Influence: The Psychology of Persuasion’, to explain the strong link between familiarity and trust. She states, “Because something familiar requires little effort to process mentally, we are more likely to feel at ease around it. Thinking along these lines, a company must be consistent in its use of language so that its writing becomes familiar to the customer. Creating a specific tone of voice, then, plays a crucial part in this,” (Cummings, n.d.).

Recommendation:

In consideration of all of these things, as well as our results from the visual communication experiment, our first suggestion is to have CultureWorks define a common vocabulary and tone of voice. We now know they are in the process of hiring brand consultants to move them into the future. However, if we heard different versions of what CultureWorks does, we fear this new company might also have a similar experience. Prior to the initial meetings with the brand consultants, we suggest the staff sit down with each other and as a group, have consensus of what they do. They should use simple tools like describing their company in three easy-to-understand adjectives. It can help with the initial research that the brand consultants will most likely do. The staff already has a shared system of values, so they have a head start in the process. Additionally, while the worksheets we got back from our experiment is a good place to start, we suggest CultureWorks speak to their members and get an understanding of how they see the organization and culture.

Mid-term Recommendation: CultureConnect

Background:

Helping one person might not change the world, but it will change the world for that particular person. CultureWorks is all about creating positive social change and how to codify resources to benefit the whole in the arts and culture sectors. It is essential to provide opportunities for so many members that have untapped potential but lack the necessary resources. Workplace mentoring is a learning partnership between employers for specific purposes of sharing institutional knowledge, technical information and insights with respects to a particular profession, endeavor or occupation. While interacting with the CultureWorks staff and their membership base, we learned that a dynamic community exists within the confines of the organization. Throughout the five experiments we facilitated at CultureWorks, we gleaned insights about the potential for peer-to-peer mentorship resonated most with their members. We observed that their members were happiest when given a chance to gather in a common space and share their individual and collective feedback; working with others, and contributing to the organization's culture.

Through our eight-week discovery, we learned that “[Mentoring] affects the long-term health of an organization as a social system. One such contribution provides a structured system for strengthening and assuring the continuity of organizational culture,” (James A. Wilson, 1990). That said, we asked ourselves, “How might we leverage the commitment and expertise of the existing CultureWorks members without duplication of efforts to further enhance programmatic efficiencies?” We resigned ourselves to the idea of implementing a more robust mentorship program, building off of CultureWorks existing new members onboarding process. Contrary to our research on best practices in the coworking space, we observed informal mentoring relationships might develop in the coworking environment when more seasoned staff persons take a new member under his/her wing.

When interviewing multiple CultureWorks staff, we learned that their depth for capacity as a small but mighty team had reached its maximum; a good problem to have, but isn't sustainable for organizational long-term health and scalability. In fact, “Mentors serve as nodes in an information transmission network. Data on this network runs in both directions,” (James A. Wilson, 1990). Formal mentoring programs allow organizations to create and nurture those relationships by matching more

experienced mentors with fewer experience mentees to meet specific agency objectives while helping those individuals in the mentoring relationship to identify and develop their talents. In CultureWorks case, we envision the mentorship program as taking on a more significant role in helping to streamline the intra-communications between CultureWorks staff and their members. This deliberate and systematic knowledge transfer would enable coworking members the opportunity to orient new members to the organizational culture that exist within the physical space, indoctrinating them into the concept of co-creation and creative economy.

Recommendation:

Just as every mentoring relationship is unique and dynamic, formal mentoring programs are likely to flourish when there is “Buy-In” from management, participants, and key stakeholders. While there may not be a “one-size-fits-all” program appropriate to CultureWorks, there are some essential elements that should be incorporated into every mentoring program:

- Proper **assessment** of the mentoring climate, including **commitment, resources, accessibility,** and **cultural competence**
- Identification of **desired outcomes**
- Establishment of **clear goals** for the program
- Program **evaluation**
- Implement a **formal training** Program
- Establish **ongoing formal and informal communication**
- **Matching** mentors with mentees
- **Maintenance** program

CultureWorks will tap into their coworking member base to identify a core group of volunteer mentors to on-board new members to the organization. Based on the existing CultureWorks program offerings, we suggest that mentors devote three-to-six month to staying in constant and consistent communication before signing them up for a general organizational meeting.

Rashanda Freeman, the Community Engagement Co-Director sends the new CultureWorks member their official welcome packet via the refreshed welcome email. Included in the welcome email, is the contact information of the mentor assigned to the new member. Mentees are encouraged to initiate a phone call with their mentors but expected. Mentors will agree to contact new members within five days of receiving their mentees information. The Culture Connect mentors will receive training from CultureWorks front desk staff (on the proper way to track interactions with new members, disputes, obstacles, and gain support on how to bring the formal mentoring relationship to closure.) The front desk staff primary role consists of monitoring progress and between the mentor and mentee partnership. Developing a “Learning Contract” with specific goals identified that are realistic, explicit and attainable for both parties.

Step 1. Attend the initial in-person orientation session and tour.

Step 2. Establish a regular meeting time early on. Capture all appointments/check-in an email to ensure that the agreed upon time was set up.

Step 3. Provide initial thoughts and aims using the organization 360 review survey.

Step 4. Regular face-to-face check-ins are vital to building a healthy and effective ongoing

relationship.

Step 5. Consistent communication via phone, email, or virtual meeting (using Skype, Google Hangout or media of their choice)

Step 6. For distance mentoring relationships to succeed, CultureWorks new members must be willing to meet face-to-face for two initial meetings with their mentors and to meet virtually or on the phone at least two times throughout the life cycle of their onboarding experience with the first six months at CultureWorks.

Step 7. Attend free program events (e.g., discussion groups, meetings with your assigned mentee and encourage networking with other members of the organization.)

Step 8. Culture Connect mentors would meet quarterly to share best practices and train new interested and engaged mentors.

Long-term Recommendation: CultureReach

Background:

We recommend an expansion of the CultureConnect Mentorship Program as a long-term solution. Consisting of a series of boot camps, workshops, and culminating in a festival and conference of arts and culture, this program will take the flourishing culture of the organization and use it as a basis to build and expand upon the culture of the regions in which they are expanding.

However, to truly appreciate the potential CultureReach has let's explore what organizational culture is, why it is important, and how it may be managed, influenced and leveraged. Because culture in an organization can be an elusive and complex entity many ways of defining it have emerged. Yet, Michael D. Watkins identified in his Harvard Business Review article 'What is Organizational Culture,' a succinct definition of culture that moves beyond patterns of behavior and more into the realm of jointly-held beliefs and interpretations of the "reality" of the organizations. As Watkin defines it Culture in organizations is a collaborative process of creating shared awareness and understanding out of different individuals' perspectives and varied interests.

It is vital to focus on an organization's current culture and to consider it as much as a resource as any other resource in an organization, such as human, technological and financial. Culture can contain several reservoirs of emotional energy and influence. It is incumbent upon the organization's leaders to endeavor to fully utilize the maximum value of this resource. In doing so positive culture forces and strategic priorities will align and companies can elicit energy from the way people feel to accelerate the company's movement toward their strategic and operating imperatives as well as gain a competitive advantage (Watkins, 2013).

For this intricate entity to survive and evolve gradual shifts in strategy should happen. Some general strategies to help with this shift can be hidden but widely shared attitudes and beliefs, symbolic reminders (which can be visible artifacts), and recurring acts that trigger other behaviors (Watkins, 2013). The more specific strategy to aid in the gradual evolution of CultureWorks and the one CultureReach program is to be anchored in is explored in the below methodology.

Strategy(methodology):(the chess piece)

As Amy Edmondson in her Harvard Business article 'Teamwork On the Fly' spoke to "In today's fast-moving, ultra-competitive global business environment, you can't rely on stable teams to get work done. Instead teaming is needed... Situations that call for teaming are, by contrast, complex and uncertain, full of unexpected events that require rapid changes." So as organization expand and teamwork is required some difficulties and hurdles arise. For example, when teams and organizations span across the nation or the globe time zone differences and electronic correspondence can give rise to miscommunication and logistical snafus. In the spirit of the considering culture to be a part of globalism(Edmondson, 2013), Teaming will help with people being geographically dispersed. Though the time zones differences and electronic communication present logistical hurdles, the organization stands greater ailment across divisions and better diffusion of the company's culture. While the individual stands to gain the benefit of being familiar with people in different locations and a deeper understanding of different cultures and of the organization's operations.

In speaking of becoming familiar with people in different locations this aspect highlights how relationships can be temporary which could lead to people not having enough time to build trust and mutual understanding. Frequently many of the work relationships that are created during initiative such as CultureReach are temporary, the time and environments for investing the time to grow accustomed to new colleagues' work styles, strengths, and weaknesses isn't always optimal. However, if this CultureReach program using the concept of teaming, is successful the organization stands to gain the benefit of their staff and member having more shared experiences among colleagues, and greater camaraderie across the company. While the individual will gain the chance to improve their interpersonal skills and build an extensive network of collaborators

Because no two projects, workshops, boot camps, or conferences are alike and individuals must get up to speed on brand-new topics quickly, again and again. Another benefit to anchoring the CultureReach program in the strategy of teaming is that the organization will benefit by gaining the ability to meet changing customer needs. The Individual will benefit by gaining flexibility, agility and the ability to import ideas from one context to another.

It is through the hardware of teaming leaders of both CultureWorks and those running the boot camp and workshops need to manage the technical issues of *scoping* out the challenge, lightly *structuring* the boundaries, and *sorting* tasks for execution. Then by initiating the software of teaming the dynamic within each team is supported. A classic error many of us making when working on a team is assuming that everything a unique team does has to be collaborative. Instead, input and interaction should be used as needed so that not all tasks become team encounters, which can be time-consuming. Another error is subjecting highly uncertain initiatives to traditional project management tools that cope with complexity by dividing work into predictable phases such as initiation, planning, execution, completion, and monitoring. (Edmondson, 2013)

By using the hardware and software approach many of the hurdles naturally encountered in working towards a common goal, in boot camps or in workshops are surmounted. The hardware of teaming modifies those tools of scoping, structuring, and sorting

to enable execution during, rather than after, learning and planning. As Edmondson further explains in her article 'Teamwork on the Fly:

“The first step in any teaming scenario is to draw a line in the (shifting) sand by **scoping** out the challenge, determining what expertise is needed, tapping collaborators, and outlining roles and responsibilities

The second step is to offer some **structure**—figurative scaffolding—to help the team function effectively. In building, a scaffold is a light, temporary structure that supports the process of construction. For improvisational, interdependent work carried out by a shifting mix of participants, some structuring can help the group by establishing boundaries and targets

The third step is the **conscious prioritizing** of tasks according to the degree of interdependence among individuals. As the organizational theorist James Thompson noted a half century ago, organizations exist to combine people’s efforts”

The boot camps, workshops and festival and conference of CultureReach are reflective of teaming and thus the rewards organizationally are similar. By rooting any of the phases of CultureReach in the steps of teaming hardware, the four software tools become available to further improve the member's experience and spread CultureWorks organizational culture. The software tools of emphasizing purpose, building psychological safety, embracing failure, and putting conflict to work already reflect much of what CultureWorks does.

The offering:(the heart) Money and Social Cost benefit(the \$)

Frequently much of the work cultural and artistic entrepreneurs encounter can be uncertain and chaotic. They must face the challenge of fluid situations constantly requiring communication and coordination. Through the CultureReach program rooting in the strategy of Teaming the organization will benefit by gaining innovation from combining skills and perspectives and the ability to solve cross-disciplinary problems. The cost benefit for CultureWorks will be monetarily through the revenue stream that emerges from the members paying admission being charged during all three phases. CultureWorks will also gain a program and strategy to effectively diffuse its organizational culture and ideas throughout its growth. It’s individual members will significantly benefit by Project management skills, and Experimentation skills. They will also gain boundary-spanning skills, a better understanding of other disciplines, and a broader perspective on the business. ([Edmondson, 2013](#))

The Process:(the pencil)

Much of the finite details of the bootcamps and workshops are left to be filled out CultureWorks so as to allow for customization.

Phase One:

Mentors from mentorship program will host bootcamps in design thinking methods and as ways to move through upcoming workshops effectively. This phase must be completed first before anyone is able to attend any workshops past this phase

Phase two:

In each home city these workshops will be conducted quarterly. Workshops will be problem (culture and arts 'wicked problem') based projects that will help people gain an understanding of business related topics such as marketing, art policy, art ed and next generation, organization, startup logistics, design, and product organization just to name a few.

By having these workshops focus on solving problem based projects as opposed to being primarily informative workshops. Members work to solve real problems they may encounter, expand their artistic and entrepreneurial capacity, and develop agility. And because hard work is sweeter when a prize awaits at the end, each solution the workshops come up with will be considered by a committee formed of the CultureWork staff and their peers to be featured at the end of the year Festival and Conference for the Celebration of Arts and Culture.

The Aim:(the gear)***Phase Three:***

During each workshop iteration the best solution will be selected to attend an end of the year celebration/conference/festival in a hosting city. This festival will be not only be a celebration of arts and culture but it will also be a conference to help cultural entrepreneurs succeed. There will be panels, Expert one on one mentor sessions, fireside chat, innovative Keynote speakers, networking opportunities, and of course art showcases of all kinds.

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