

The image features a close-up of several interlocking gears. One gear is light grey and has the word "culture" written on it in a bold, black, sans-serif font. Another gear is bright yellow and has the word "workplace" written on it in the same font. The gears are set against a dark grey background.

culture

workplace

LEADING CULTURE:

BUILDING A HIGH PERFORMANCE CULTURE

SESSION OBJECTIVES

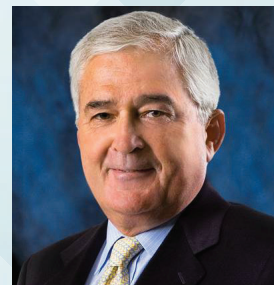


“

CULTURE
ISN'T JUST
ONE ASPECT
OF THE GAME,
IT IS THE GAME

”

LOU GERSTNER
Former CEO, IBM



CULTURE: DEFINITION



WEBSTER'S NEW COLLEGIATE DICTIONARY

cult•ure *noun*

the integrated pattern of human behavior that includes thought, speech, action, and artifacts and depends on man's capacity for learning and transmitting knowledge to succeeding generations

DR. STEPHEN COVEY, MANAGEMENT GURU

cult•ure *noun*

culture is the shared value system of people as manifest in their behavior



U.S. GOVERNMENT ACCOUNTING OFFICE

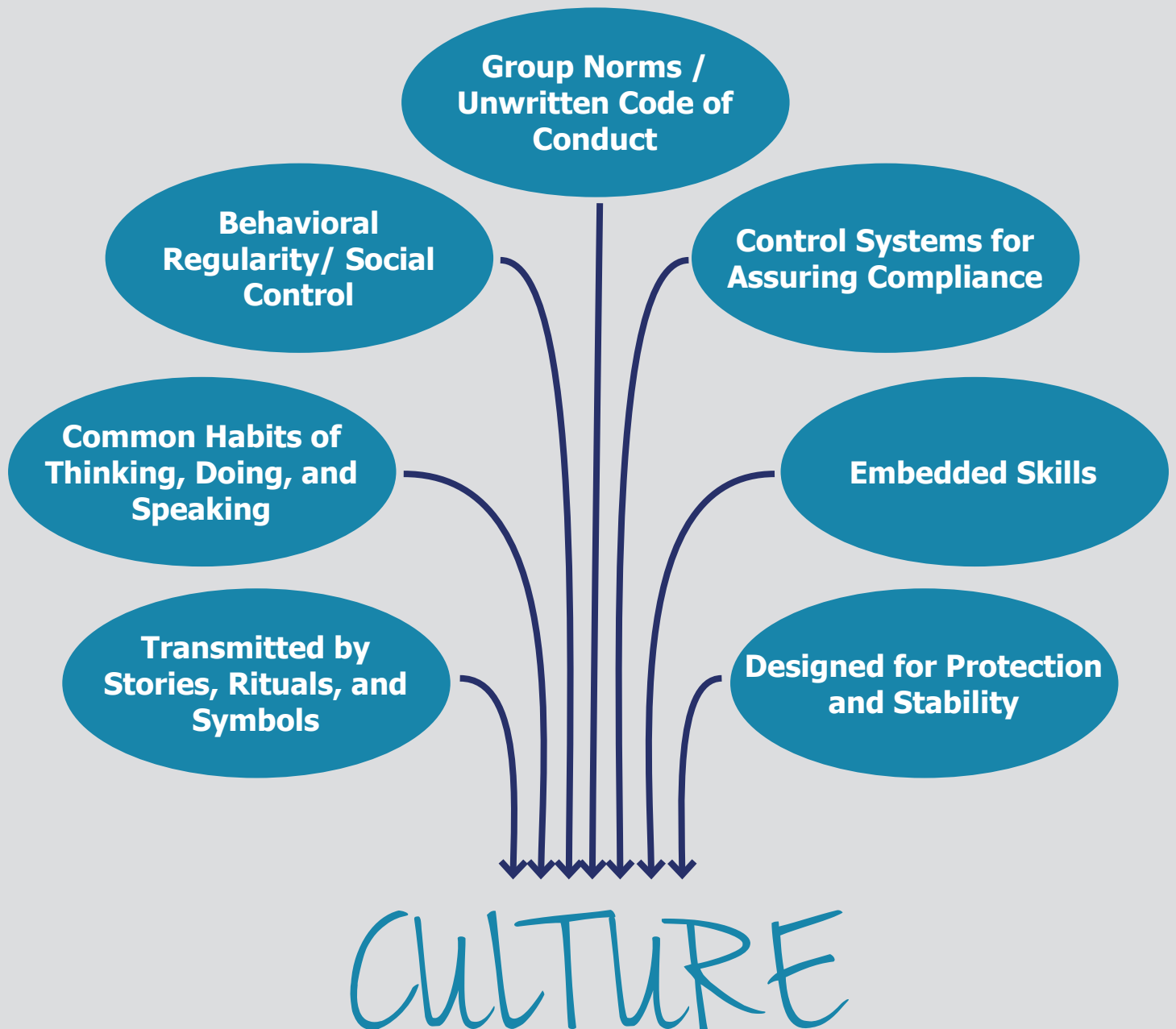
cult•ure *noun -*

culture is the underlying assumptions, beliefs, attitudes, and expectations shared by an organization



SIMPLE DEFINITION: "THE WAY WE DO THINGS AROUND HERE!"

CULTURE: ATTRIBUTES



Culture can be disseminated through training programs where employees get “socialized” in the company’s values.

4 TYPES OF ORGANIZATIONAL CULTURES



THE COMPETITIVE CULTURE

This culture is fast moving and highly competitive. There is a constant drive to constantly outdo what you've done before. Much of the focus is on financial growth, and winning work. Examples include brokerage firms, law firms, and construction companies. Such cultures are often stressful environments in which to operate. Only the strong survive.



THE SERVICE CULTURE

In Service cultures, pleasing the customer comes first. Decisions are always made with the client's view in mind. How well the company serves its customer is seen as a differentiator. As such, Service cultures constantly strive to make things "user friendly" in order to create customer loyalty. Examples include the Ritz-Carlton, American Express "Platinum" Card, and LL Bean.



THE INNOVATIVE CULTURE

Companies that rely on innovation for their livelihood incessantly strive to attract new customers (and wow current customers) with leading-edge technologies and approaches. In the Innovative culture, employee creativity is held at a premium. Innovative cultures have a big appetite for risk-taking, and, as such, the work environment in an Innovative cultures is often high-energy. Such companies as Pixar, Apple, and Gore-Tex fall into this category.



THE BUREAUCRATIC CULTURE

Bureaucratic cultures value consistency and process-adherence. In such cultures, predictability is valued more than creativity, and following "the rules" is more important than striving for improvements. The average employee tenure in Bureaucratic cultures is much higher than in the other cultures, often because in such cultures "seniority rules." Public services and government agencies fit into this category.

LEADERSHIP AND ORGANIZATIONAL CULTURES

"Organizational cultures are created in part by leaders, and one of the most decisive functions of leadership is the creation, the management, and sometimes even the destruction of culture."

From *Organizational Culture and Leadership*, by Edgar Schein

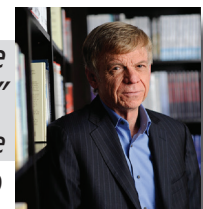
LEADERS...

CREATE
transmit
REINFORCE
DEVELOP
PERPETUATE
modify MANAGE
~~DESTROY~~

CULTURES

"Culture represents an interdependent set of values and behaviors that are common in a community"

John Kotter, Harvard Professor, from Corporate Culture and Performance



LEADERSHIP AND ORGANIZATIONAL CULTURES



DON'T OVERSIMPLIFY CULTURE

Don't confuse it with the company's climate or stated philosophy. Culture underlies and largely determines these other variables. Trying to change the philosophy or climate without first understanding the deeper underlying culture will be a futile effort.

DON'T THINK OF IT AS "TOUCHY-FEELY"

The impact of culture goes far beyond the human element of the organization, and influences the organization's basic mission and goals.



DON'T ASSUME THAT YOU CAN CONTROL THE CULTURE AS YOU CAN CONTROL MANY OTHER ASPECTS OF THE COMPANY

Culture is influenced by everyone within the organization, and by external realities outside the organization. Culture may end up controlling the leader rather than being controlled by him or her.

DON'T ASSUME THAT ALL THE ASPECTS OF AN ORGANIZATION'S CULTURE ARE IMPORTANT

Some elements of an organization's culture may have little impact on its functioning, and the leader must distinguish which elements are important, and focus on those.



"If you see in any given situation only what everybody else can see, you can be said to be so much a representative of your culture that you are a victim of it."

S.I. Hayakawa, former U.S. Senator

STRONG CULTURES

There are advantages and disadvantages to having a strong corporate culture. At one end of the continuum, strong cultures facilitate fast decision-making. At the other end of the continuum, strong cultures stifle independent thinking.

STRONG CULTURES...

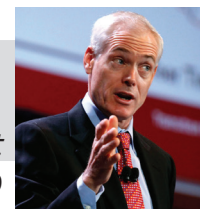
- » Are defined by the level of agreement with the company's core values
- » Perform best during stable times
- » Tend to be the least agile
- » Are the most resistant to change – particularly changes that upset the company's core values and assumptions
- » Can provide needed structure...or become "mental prisons"

ON A SCALE RANGING FROM 1 TO 10, HOW STRONG DO YOU THINK THE COMPANY'S CULTURE IS?

"When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great performance."

Jim Collins, Author, Good to Great

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SUBCULTURE 101

Subculture:
small clusters of members
who share a set of norms,
values and beliefs

Can be from
departments,
teams, or
"remote" offices

Are not the same
as counter cultures
(which mostly
"oppose" the larger
cultural values)

Are not always
made up of
deviants,
delinquents and
non-conformists

Sub-cultures
sometimes
strengthen the
broader culture

Often emerge
from the
broader culture

Sub-cultures can be
used as "incubators"
of cultural reform

Tend to be
attractive earlier in
ones career



REMEMBER: THERE'S A "CULT" IN EVERY CULTURE!

SUBCULTURE DISSENT: MINI-MICROSOFT

An example from *BusinessWeek* magazine offers an interesting example of both a strong culture, and emerging sub-culture...

According to the article, an increasing number of employees had grown concerned that Microsoft has gotten "too big to move fast", and that internal processes are slowing down the company.

BENEFICIAL SUBCULTURE DISSENT

Two researchers send Bill Gates a memo outlining "Ten Crazy Ideas to Shake Up Microsoft"

They explain that they think a "crisis is eminent"

...They sign their name to the document

"It's great they're saying 'come on, we can do better.' Great. We need those high expectations"



- STEVE BALLMER, FORMER CEO

QUESTIONABLE SUBCULTURE DISSENT

A Microsoft staffer launches a "blog" under the name "Mini Microsoft"

Among other things, he calls the company a "passionless, process-ridden, lumbering idiot"

He conceals his identity

"We have a great culture at Microsoft. It's a culture that encourages and fosters criticism and constructive suggestion. People criticize everything...that's a fantastic thing because that kinds of strong culture drives self-improvement"

CULTURE CHANGE

A study group consisting of nine large companies (FedEx, J&J, 3M, Ford, Dupont, and others) and five highly regarded professors found that changing a culture is a long-term effort... typically 5 to 10 years.
Two components were identified as being key:



- 1. Top management must be totally committed to the change effort in words and deeds**
- 2. The organization must support and promote the change effort with training that reinforces the change precepts**

TECHNIQUE

IMPORTANCE

GREAT	<ul style="list-style-type: none">» Develop a statement of values and beliefs» Ingrain the values statement through communication (at company functions, etc.)» Use a management style that is consistent with the values statement» Reward people who exemplify the values and beliefs» Set up systems, procedures, processes and a structure that supports the values and beliefs
MODERATE	<ul style="list-style-type: none">» Replace employees who don't support the effort» Make heroes of exemplars
SOME	<ul style="list-style-type: none">» Recruit employees who possess (or will readily accept) the values and beliefs» Use slogans to symbolize values and beliefs» Assign a "change czar" to the effort* <p>Views on this varied widely</p>

KEY QUESTIONS?

What cultural attributes differentiate your company from its competitors?

What is a recent example or story about how a cultural value was reinforced in the company?

What cultural aspect of your company historically “retards” the business?

KEY QUESTIONS?

What external issues in your company's environment (competitive pressures, changes in demographics, markets, technology, etc.) might cause your company to change its culture?

What aspects of your company's culture must never change?



"It's pretty clear now that what looked like it might be some kind of counterculture is, in reality, just the plain old chaos of undifferentiated weirdness"

Jerry Garcia, The Grateful Dead

**“TOGETHER WITH A CULTURE OF
WORK, THERE MUST BE A CULTURE
OF LEISURE AS GRATIFICATION.
TO PUT IT ANOTHER WAY: PEOPLE
WHO WORK MUST TAKE THE TIME TO
RELAX, TO BE WITH THEIR FAMILIES,
TO ENJOY THEMSELVES, READ,
LISTEN TO MUSIC, PLAY A SPORT.”**

POPE FRANCIS



WHAT STEPS WILL YOU TAKE IN ORDER TO EXTEND THE VALUE OF TODAY'S WORKSHOP?

As a result of today's workshop on Leading Culture, I will commit to doing the following things...

»

»

»

»

»

Dear clients and friends,

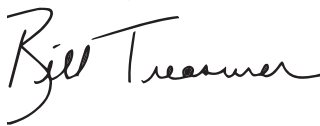
You are the focus of everything we do at Giant Leap Consulting. When you leave a Giant Leap workshop, seminar or keynote, you will be armed with practical strategies and tools that you can immediately put to use back at work. As I often tell our clients, the person leaving our training programs should not be the same person who entered it. You deserve to be more confident, skilled and capable after experiencing a Giant Leap program.

Since our founding in 2002, Giant Leap has been fortunate to have worked with thousands of executives from some of the best organizations in the world. You've taught us a lot about what works – and what doesn't – when it comes to adult learners. You can count on us to always provide learning experiences that have rich content, insightful dialogue, engaging activities, and relevant case studies.

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Please take a moment to immerse yourself in Giant Leap's new course catalogue. In addition to introducing our tried-and-true training courses, it also showcases our two "signature" programs: Courageous Leadership, and Open-door Leadership.

Stay Courageous!



Bill Treasurer, Chief Encouragement Officer,
Giant Leap Consulting, Inc.

P.S. Need a customized course? Giant Leap loves to develop new and original content for our clients!

Contact: info@giantleapconsulting.com



ABOUT BILL'S KEYNOTES

In the past two decades, thousands of executives across the globe have attended Bill's keynotes and workshops. Benefiting from the concepts first introduced in Bill's bestselling books, participants come away with stronger leadership skills, improved team performance, and more career backbone.

Among others, Bill has led workshops for NASA, Accenture, Lenovo, USB Bank, CNN, Hugo Boss, SPANX, the Centers for Disease Control and Prevention, the U.S. Department of Veterans Affairs, and the Pittsburgh Pirates.

Bill's insights about courage and risk-taking have been featured in over 100 newspapers and magazines, including the Washington Post, NY Daily News, Chicago Tribune, Atlanta Journal Constitution, Boston Herald, Woman's Day, Redbook, Fitness, and The Harvard Management Update.

Visit our websites:

www.giantleapconsulting.com

www.couragebuilding.com

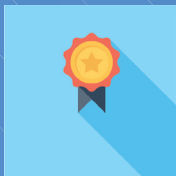
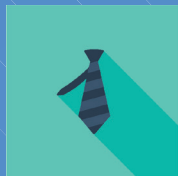
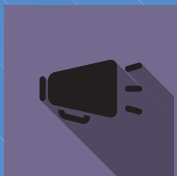
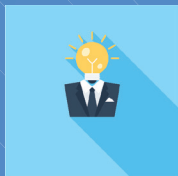
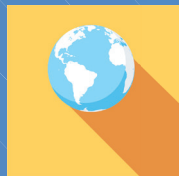
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Giant Leap Consulting is The Courage Building Company.
We exist to build courage in people and organizations.

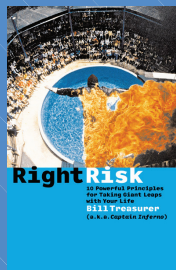
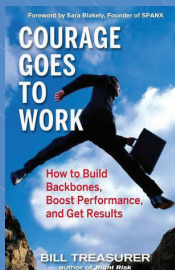
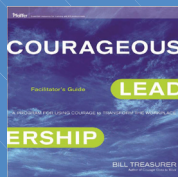
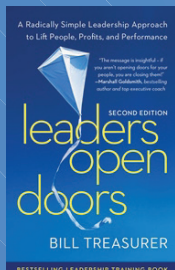
Our customized courage building programs include:

- ★ Courageous Future (Strategic Planning)
- ★ Courageous Leadership
- ★ Courageous Teaming
- ★ Courageously Speaking (Communication)
- ★ The Courageous Executive (Executive Coaching)
- ★ Take A Giant Leap (Keynote Speech)



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www.giantleapconsulting.com

Bill is the author of five books, which are available for purchase:



Giant Leap Consulting would be happy to customize a
high-impact training seminar for your company!

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BE COURAGEOUS!

