



LEADING CULTURE

Building an environment for optimal performance

**KNOW
CULTURE**

Understand how culture impacts performance.

**CULTURE
TYPES**

Learn the five types of company culture.

**YOUR
CULTURE**

Assess the culture of our company or group.

**CULTURE
LEADERS**

Learn how leaders create and shape culture.

**CULTURE
IMPACT**

Get tips for reinforcing a positive company culture.

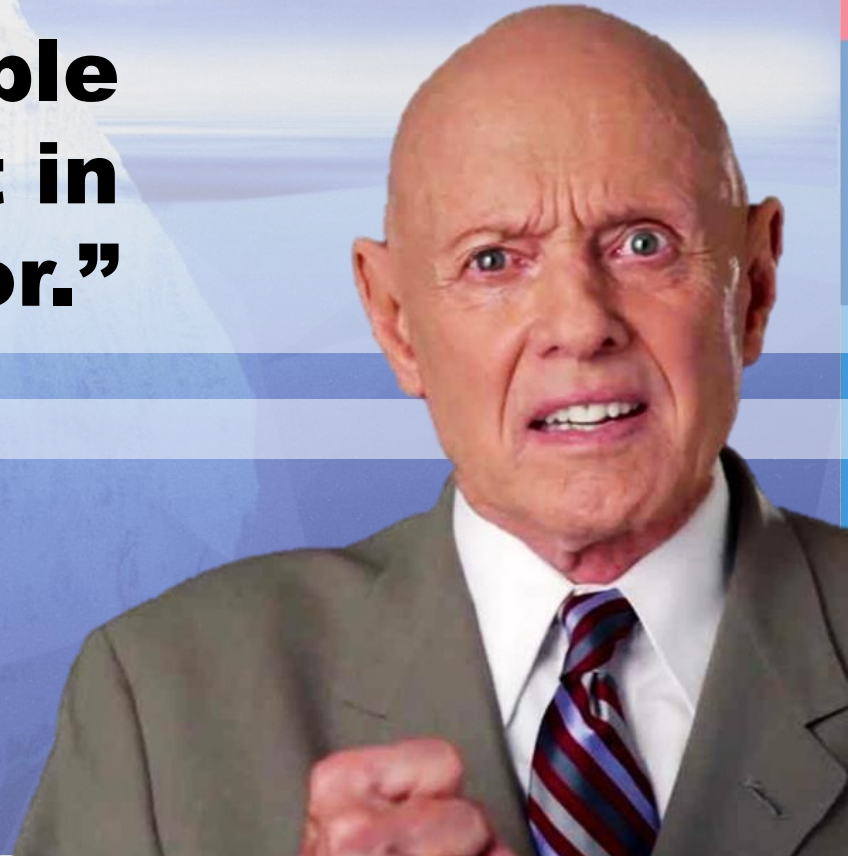
CULTURE DEFINED

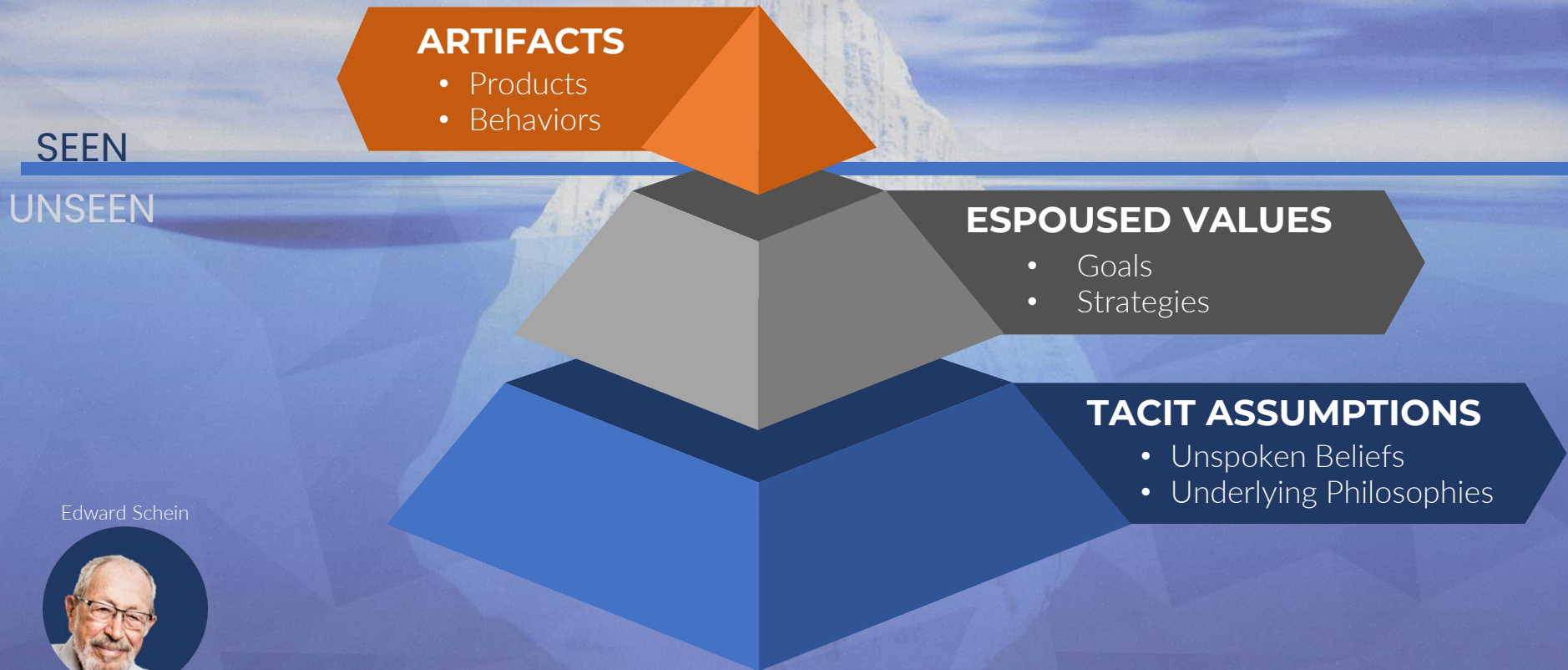
**What does the word
“Culture” mean to
you?**



**“Culture is the shared
value system of people
as manifest in
their behavior.”**

Dr. Stephen Covey, Management Guru





Edward Schein



Culture is the Great Unseen!



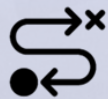
Creates sense of identity



Predicts actions of others



Defines values, beliefs, and norms



Guides behavior/decision-making

CULTURE ELEMENTS

Behavioral Regularity & Social Control •

Common Habits of Thinking, Doing, and Speaking •



Valued Skills & Knowledge •



Transmitted by Stories, Rituals, and Symbols •



Designed for Protection & Stability •



Group Norms & Unwritten Code of Conduct •

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

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

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

DON'T OVERSIMPLIFY CULTURE

A black and white photograph of Peter Drucker in a lecture hall. He is in the foreground, shown in profile from the chest up, wearing glasses and a dark jacket. He is looking towards the left of the frame. The background is a blurred lecture hall with several students seated at desks, some looking towards the front. The lighting is soft, and the overall tone is professional and academic.

**“Culture eats strategy
for breakfast.”**

Peter Drucker - Management Guru, Educator, & Author



Sorry WE'RE
CLOSED

What markets will you go after and how?

What risks would you take that your company isn't?

What vulnerabilities will you exploit?

What strengths would you seek to minimize?

Where would you invest \$100 million if you had it?

**What would YOUR
clients lose if you
went out of business
tomorrow?**



MISSION VISION VALUES

Mission Statement:

"We have absolute clarity about what we do 'WE SELL HIGH QUALITY FOOD AND BEVERAGE PRODUCTS.' Our success will ensure: customers will build their business, employees build their futures, and shareholders build their wealth."

A



B



C



Mission Statement:

"Bringing the best to everyone we touch". By "The best", we mean the best products, the best people and the best ideas. These three pillars have been the hallmarks of our Company since it was founded by <<>> in 1946. They remain the foundation upon which we continue to build our success today."

A



B



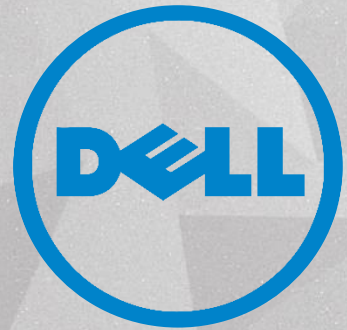
C



Mission Statement:

"To produce high-quality, low cost, easy to use products that incorporate high technology for the individual. We are proving that high technology does not have to be intimidating for non-computer experts."

A



B



C



Mission Statement:

“<<>>’s mission is to help people save money so they can live better.”



Mission Statement:

"We are a global family with a proud heritage passionately committed to providing personal mobility for people around the world."

A



B



C



TOYOTA

Mission Statement:

"<<>>'s mission is to organize the world's information and make it universally accessible and useful."

A



B



C



Mission Statement:

“At <<>>, we work to help people and businesses throughout the world realize their full potential. This is our mission.”

A

Microsoft[®]

B

>
accenture

C



Mission Statement:

"To refresh the world in body, mind and spirit.

To inspire moments of optimism through our brands and our actions.

To create value and make a difference everywhere we engage."

A



B



C



Mission Statement:

“To unlock the potential of nature to improve the quality of life.”

A



B



C

MONSANTO
Food • Health • Hope™



Mission Statement:

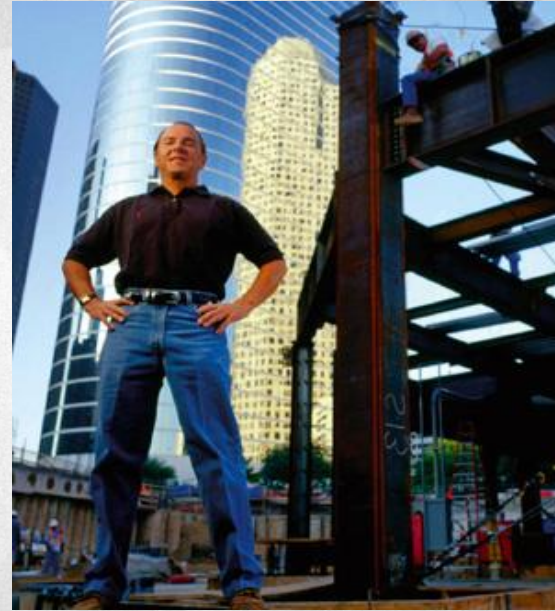
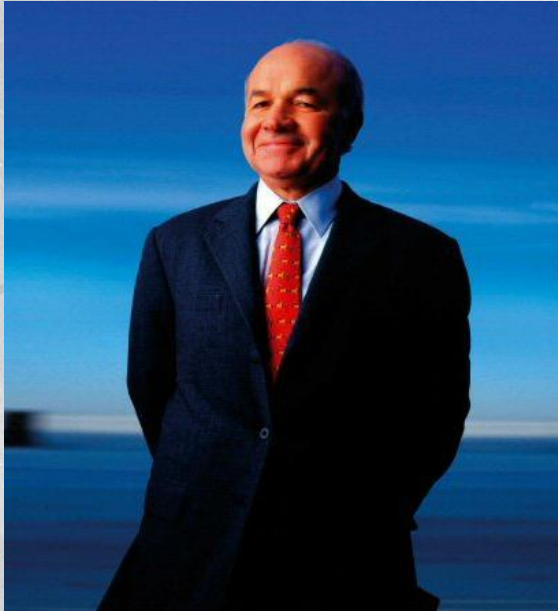
Respect, Integrity, Communication and Excellence.



Who is this?

Mission Statement:

Respect, Integrity, Communication and Excellence.



Meaningless words unless you really live them.

CHICAGO BOOTH 



What you
are good at.

COMPETENCE

What you can
be paid for.

PROFIT



What you
truly love.

PASSION

What the
world needs.

CUSTOMERS

Your reason for being.

COMPETENCE

PASSION



PROFIT

CUSTOMERS

1

Earth is now our only shareholder.

If we have any hope of a thriving planet—much less a business—it is going to take all of us doing what we can with the resources we have.

This is what we can do.

By Yvon Chouinard

I never wanted to be a businessman. I started as a craftsman, making climbing gear for my friends and myself, then got into apparel. As we began to witness the extent of global warming and ecological destruction, and our own contribution to it, Patagonia committed to using our company to change the way business was done. If we could do the right thing while making enough to pay the bills, we could influence customers and other businesses, and maybe change the system along the way.

We started with our products, using materials that caused less harm to the environment. We gave away 1% of sales each year. We became a certified B Corp and a California benefit corporation, writing our values into our corporate charter so they would be preserved. More recently, in 2018, we changed the company's purpose to: We're in business to save our home planet.

While we're doing our best to address the environmental crisis, it's not enough. We needed to find a way to put more money into fighting the crisis while keeping the company's values intact.

“Truth be told, there were no good options available. So, we created our own.”

COMMON THREADS INITIATIVE

REDUCE
WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR
WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE
WE help find a home for Patagonia gear you no longer need
YOU sell or pass it on*

RECYCLE
WE will take back your Patagonia gear that is worn out
YOU pledge to keep your stuff out of the landfill and incinerator

REIMAGINE
TOGETHER we reimagine a world where we take only what nature can replace


2

3


Patagonia has nothing against your client or the financial industry, it's just not an area they are currently marketing through our co-brand division. While they have co-branded here in the past, the brand is really focused right now on only co-branding with a small collection of like-minded and brand aligned areas; outdoor sports that are relevant to the gear we design, regenerative organic farming, and environmental activism. This is a relatively new direction for the brand and this division, all coming through the lens of their new mission statement, [We're in business to save our home planet](#). Patagonia requires that we submit this info with all orders. Due to their environmental activism, they are reluctant to co-brand with oil, drilling, mining, dam construction, etc. companies that they view to be ecologically damaging. This also includes any religious group/Churches, food groups, political affiliated companies/groups, financial institutions, and more. Every end user is up to Patagonia's approval and each order is approved or denied on a per case basis.

Describe a recent episode or client situation where our best values were on display.





**WHEN WORKING
AT OUR BEST, WHAT
SHOWS UP?**



**WHEN NOT
WORKING AT
OUR BEST, WHAT
SHOWS UP?**



Symbols



Language



Stories



Rituals



Symbols



"It's just like our
women, who
didn't know they
could fly to the
top, but they did."



Language

Other Examples of Language

Banking

Military

Teaching

Journalism

CD

Leg

Mainstreaming

Blotter

CSR

PCSing

AP

Loser space

BOM

Rigger

IAP kids

PIP

**DOUBLE TALL VANILLA
FRAPPUCCINO SWEET
WET WITH LE**



small frapuccino with two shots of espresso. non fat milk. more milk and less foam. to go



IN-N-OUT BURGER®



DOUBLE-DOUBLE
ORIGINAL STYLE

two mustard fried meat patties and two slices of
cheese with fried onions, pickle, extra spread



Stories



ONE RING

NORDSTROM



EIGHT VACUUMS





Rituals



Describe the company's culture by selecting:



A symbol that exemplifies your company



A unique phrase or acronym that's specific to your company



A key company story



A traditional company ritual

CULTURE EXPRESSION

COMPETITIVE**INNOVATIVE****SERVICE****BUREAUCRATIC****PRIVATE**

- **What does this kind of culture most value?**
COMPETITIVE INNOVATIVE SERVICE
- **What kind of person succeeds in this culture?**
BUREAUCRATIC RISKY
- **What do you know about this company based on symbols/language/stories/rituals?**
- **Which culture “expression” is it?**



1



2



3



4



5



6



7



8



9



10



11



12



13



14

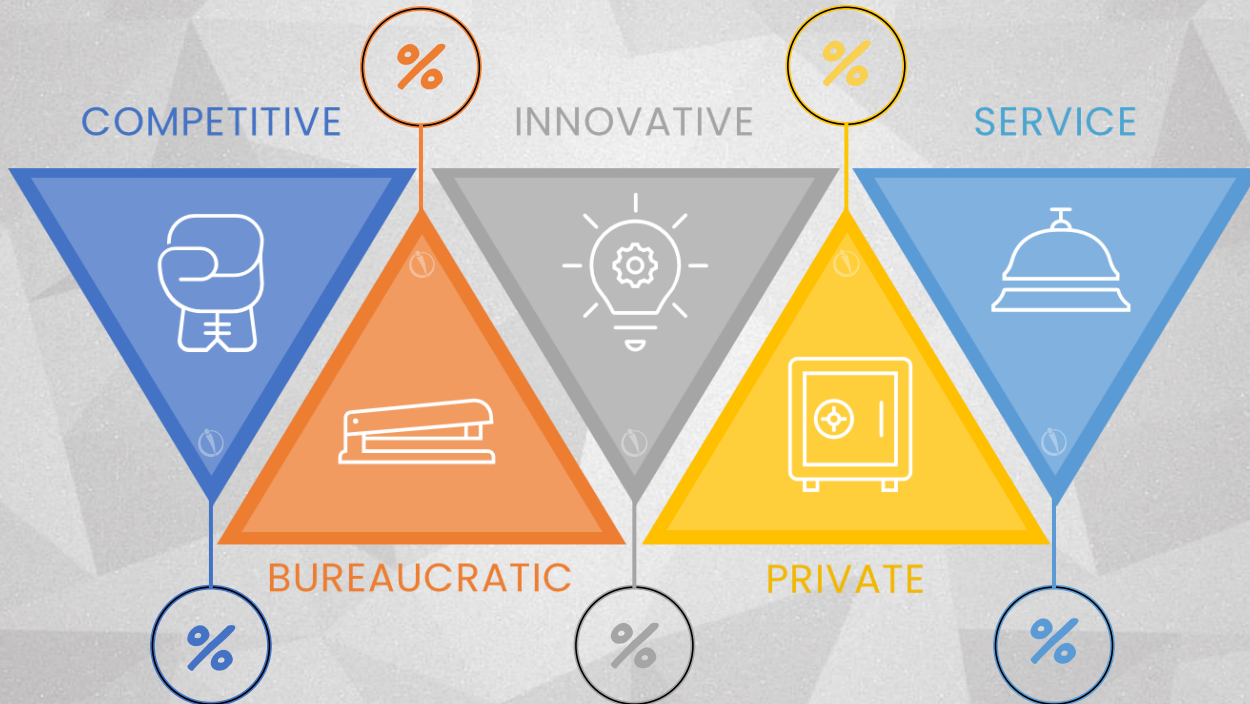


15



16

What percentage of your company's culture is expressed by...



What is one unique aspect of your company's culture that differentiates you from your competitors?



“The thing I have learned at IBM is that culture is everything.”

Louis V. Gerstner, former CEO IBM



CULTURE & LEADERS



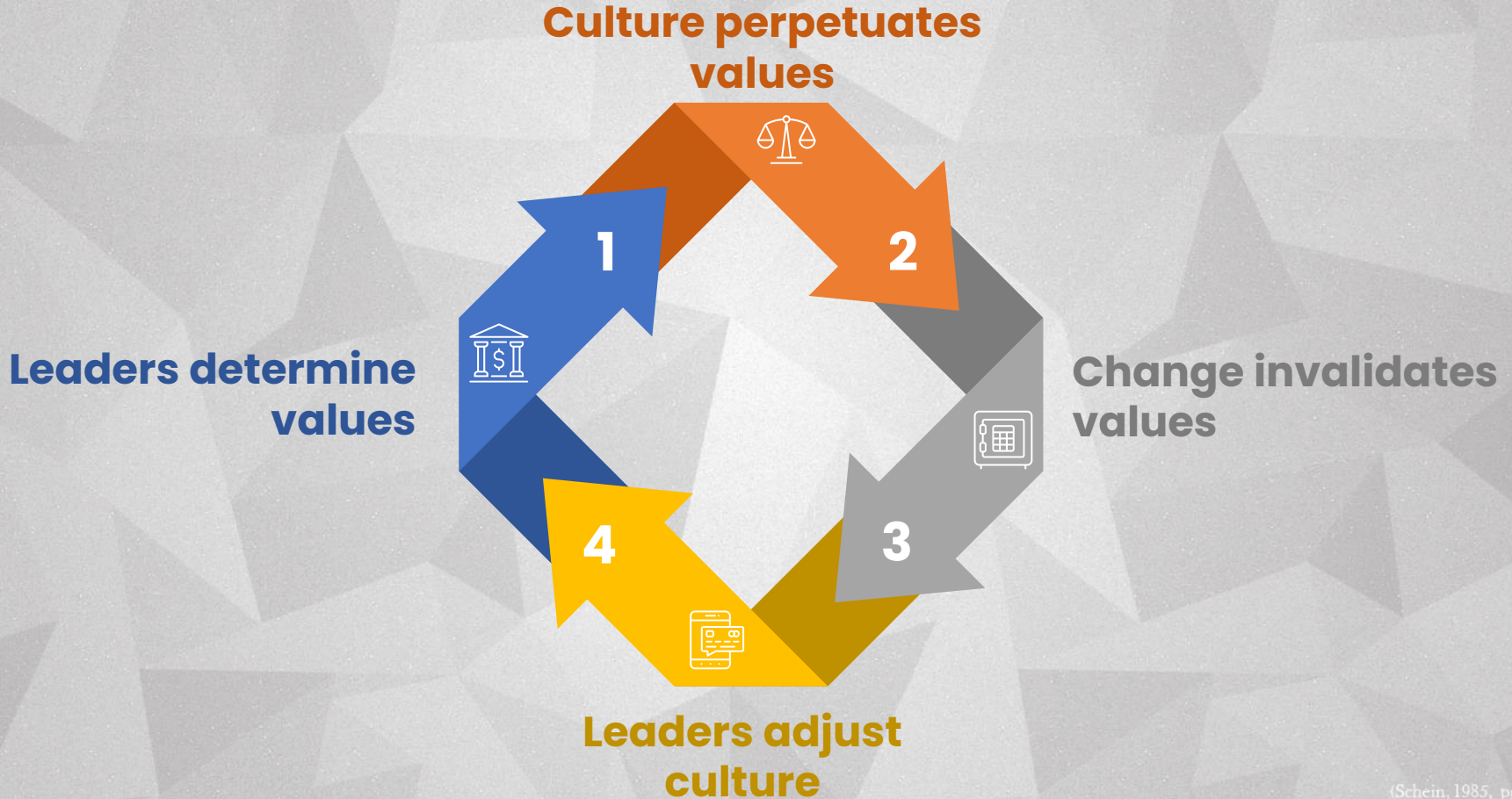
How do you think an organization's leaders impact culture?



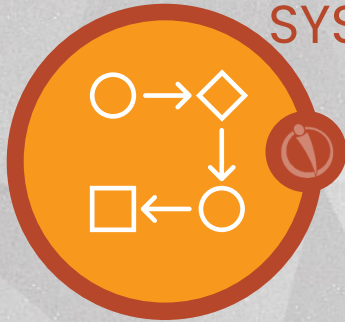


“The only thing of real importance that leaders do is to create and manage culture.”

Edgar Schein, Former Professor MIT Sloan School of Management



SYSTEMS



Develop a set of values with total commitment at the top

Set up systems and processes that support the values

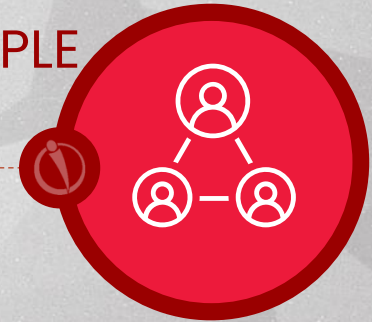
Use a management style consistent with the values

Recruit employees who possess and accept the values

Promote and reward people who exemplify the values

Replace employees who don't support the values

PEOPLE



Use slogans and images to symbolize values

Use multi-level communication to ingrain the values

Assign "culture champions" to promote the values

MESSAGE





On our journey
to become a
world-class
business, what
aspects of our
culture do we
need to develop?



What aspects of
our culture no
longer serve us or
could be hindering
the business?



In order to sustain
the company's
growth and longevity,
what aspects of our
culture do we need
to retain and
strengthen?

FROM

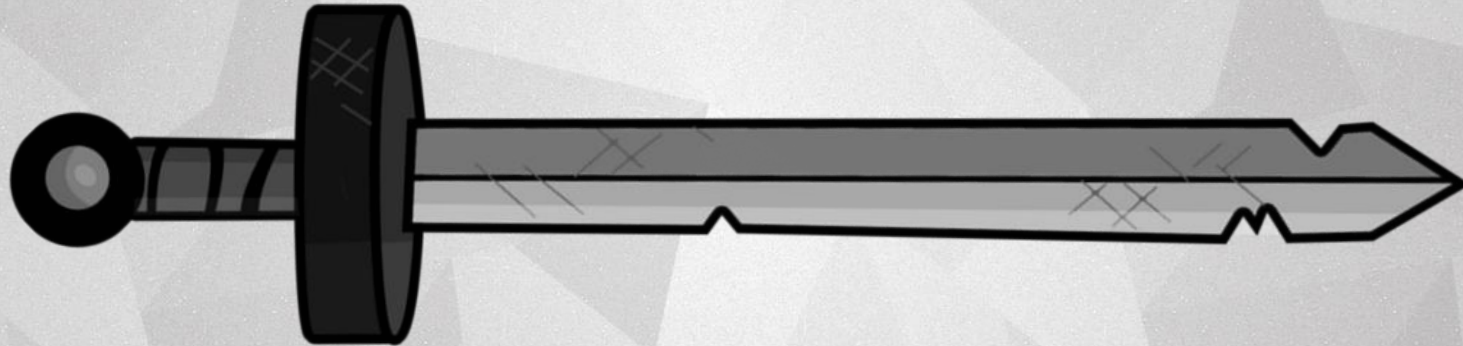
TO



Drive alignment
with core values

Perform well during
stable times

Provide structure
and safety

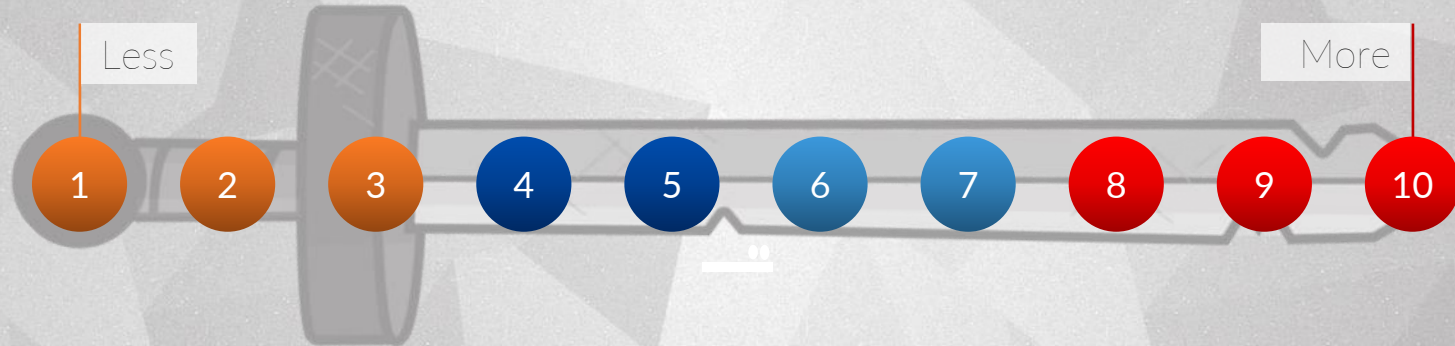


Tend to struggle
with agility

Resist change that
upsets norms

Can become
“mental prisons”

On a scale of 1 to 10, how strong is your company's culture?



GROUP THINK



Groupthink occurs when concurrence-seeking becomes so dominant in a cohesive group that it tends to override realistic appraisal of the situation and viable alternative courses of action.





**ENFORCED
ISOLATION**

**PRESSURE ON
DISSENTERS**

**'GROUPINESS'
(COHESION)**

**LOYALTY NOT
JUDGMENT**



**Decisions filtered
through existing policy**



**Little attention paid to
better alternatives**



**Defensive avoidance
drives "pseudo calm"**



**Information search is
limited & biased**



**Group members supply
rationalizations**



**Group willfully ignorant
about threats**

**Weak Understanding
of Objectives**



**Poor Examination of
Alternatives**



**Failure to Craft
Contingency Plans**



**Failure to Consider
Real Risks**



**Selective Bias in
Interpreting Info**



**Incomplete
Information Search**



Devil's Advocate



... promoter of the faith





VALUES-BASED CULTURES

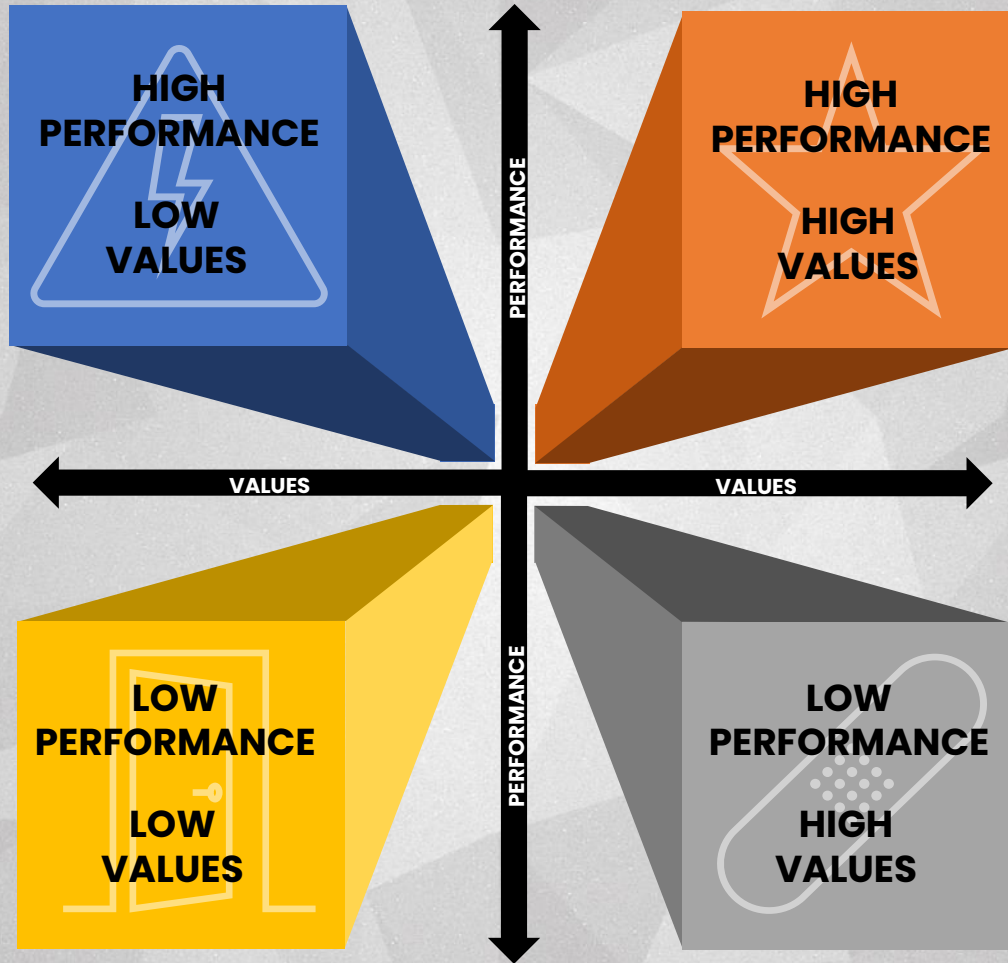


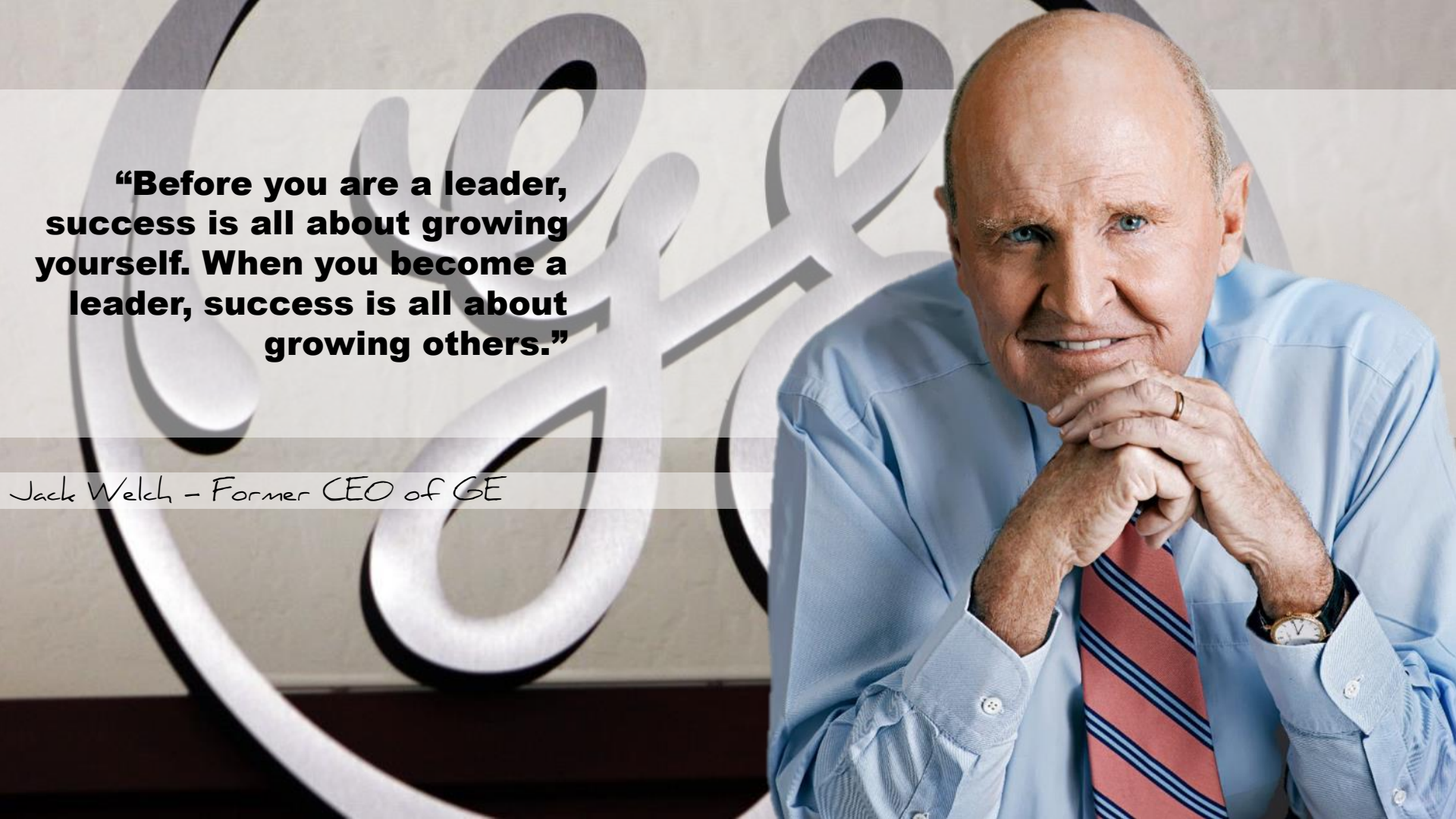
Clarify performance expectations

Define values in behavioral terms



Hold leaders and staff accountable



A portrait of Jack Welch, former CEO of GE, wearing a light blue shirt and a red and blue striped tie. He is smiling slightly and has his hands clasped in front of him. The background features a large, stylized, metallic-looking GE logo.

**“Before you are a leader,
success is all about growing
yourself. When you become a
leader, success is all about
growing others.”**

Jack Welch - Former CEO of GE



Brainstorm potential behaviors

Reduce to 3-5 behaviors per value

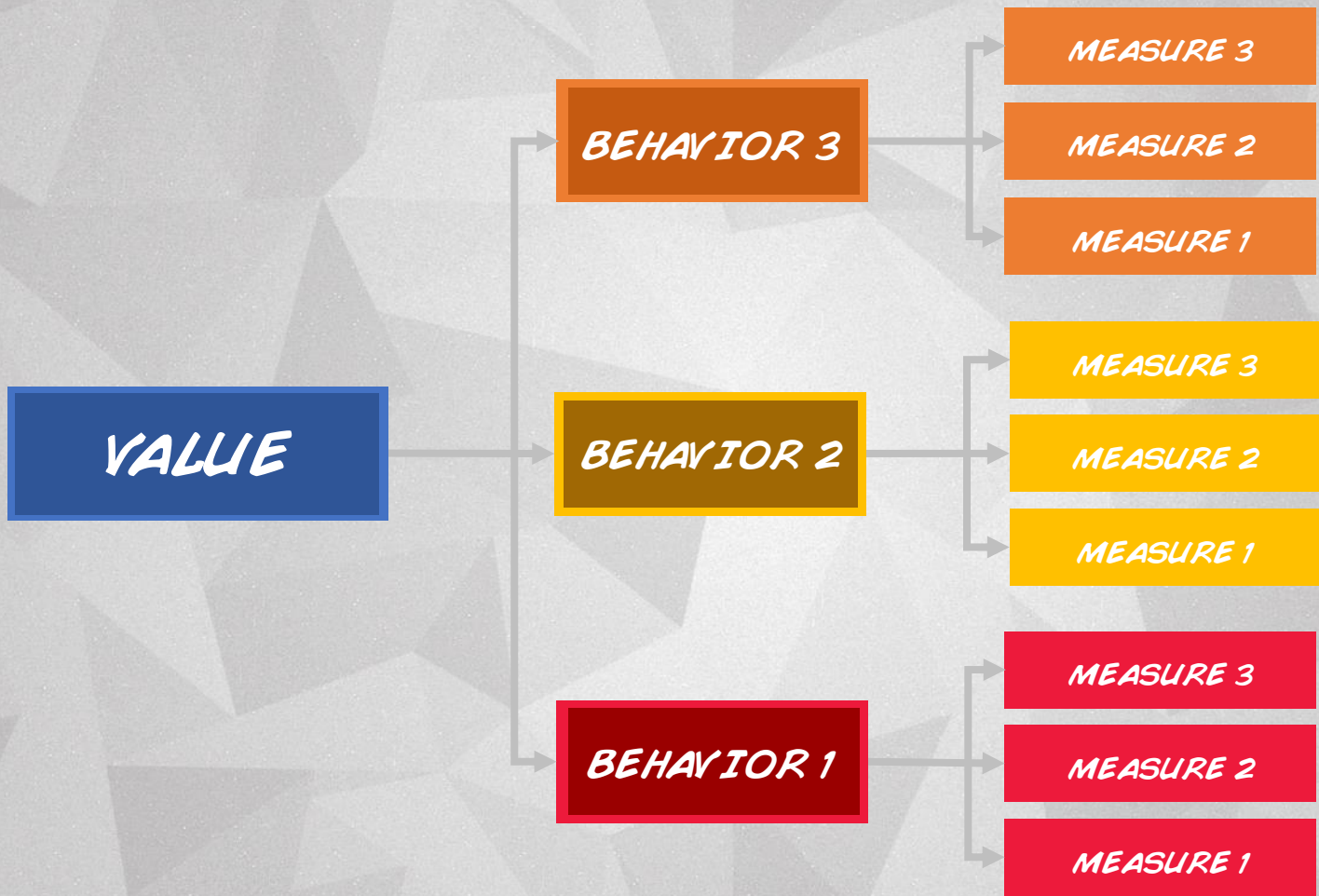


Define 3 measures per behavior

Test the measures with key players



Monitor performance & adjust





Proactive observation

Consequence management

