

Company Culture

Is it TOXIC....

Or... POSITIVE

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Why is Company Culture Important?

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❖ 20% - 30%

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- ❖ Disengaged Employees
- ❖ Cost 34% of their Salary

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- ❖ High Employee Engagement =
- ❖ **31% Higher Productivity**

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- ❖ **37% Higher Sales !!!**

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❖ **3X** More Creative

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❖ **87%** Less Likely to Quit

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- ❖ 64% of employees feel they don't have a strong company culture

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- ❖ 94% of executives and
- ❖ 88% of employees
- ❖ Believe a positive company culture is important to a business's success.

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- ❖ Building a positive company culture is one of the **most important priorities** for any business!

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- ❖ A **positive culture** can be the key to hiring and retaining a **highly engaged and productive** team...
- ❖ Which ultimately has a **direct impact on growth and profitability!**

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Pay to Quit - Amazon

- ❖ \$2K after one year
- ❖ \$1K per year ... up to \$5K

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- ❖ Many companies fall short in providing t

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❖ Gallup 12 Question Survey

❖ *See: Handout*

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1. "Do I know what is expected of me a

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2. "Do I have the materials and equipment

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3. "At work, do I have the opportunity

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4. "In the last seven days, have I rece

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5. "Does my supervisor, or someone a

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6. "Is there someone at work who ends

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7. "At work, do my opinions seem to c

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8. "Does the mission/purpose of my c

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9. "Are my coworkers committed to d

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10. "Do I have a best friend at work?"

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11. "In the last six months, has someone

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12. "This last year, have I had opport

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- ❖ Your company culture is a reflection of what your organization stands for...
- ❖ and as the voice of your business.

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Create Teams That Work Well Together

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- ❖ Make people a priority!
- ❖ You start by hiring the “right” people (95% of your success)

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Keep this in mind

- ❖ They don't have to come from the industry...
- ❖ Select for talent, not just experience
- ❖ 5E's + 1P

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- ❖ To build a strong team you must see someone else's strength as a complement to your weakness, **not a threat** to your position or authority.
- ❖ (Think: Orchestra Conductor)

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- ❖ Implement Immediately...
- ❖ “Knowing What I Know Today...”

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- ❖ You can grow people... but you cannot change people.
- ❖ It's not that people can't change..
- ❖ It just requires far too much time and resources.

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- ❖ Who is the “Bad Apple” in your company?
- ❖ As a leader, you owe it to all the people in the company to make the tough choices.

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Core Values

(Guiding Principles - Mission - Vision)

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- ❖ Your **values** are the core of what your organization is and what your organization cherishes.
- ❖ Values are beliefs that manifest in how an employee interacts in a workplace.

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- ❖ Core values are traits or qualities that you consider not just worthwhile. They represent an organization's highest priorities, deeply held beliefs; and core, fundamental driving forces.
- ❖ Core values define what your organization believes and how you want your organization resonating with and appealing to employees and the external world.

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Research has revealed the **5 Top Values** that Fortune 500 Companies like *Apple, Amazon, and Microsoft* live by...

- ❖ Integrity
- ❖ Teamwork
- ❖ Innovation
- ❖ Customer Service
- ❖ Respect

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- ❖ A company's list of underlying values should be concise, in clear understandable language.

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- ❖ You should pick values that resonate with people at all levels of the company and are commonly understood.

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- ❖ Once a short list of company values is created, put these values into action.

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Remember your “Why”

- ❖ Companies should have values, which are written down so they will be remembered.

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- ❖ When building a dynamic company culture, make sure everyone understands “WHY” it is important for the company to exist.
- ❖ This reason fuels the passion that is needed to overcome challenges that will arise.

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Establish Trust

- ❖ Trust is the cornerstone of any culture that thrives.
- ❖ If you trust the Leader to take you on a path they've committed to, it builds ownership and buy-in from employees.

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Make It About Humanity

- ❖ To develop an effective company culture, people must be at the center.
- ❖ You can implement theory-driven models.
- ❖ But if you don't make your culture about humanity, you are missing the mark.

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❖ Happy, supported people are productive; and productivity leads to revenue.

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❖ Remember... The actions of **Leaders** should always align with the Foundational Values.

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Zappos

Vision: "Delivering happiness to customers, employees, and vendors."

Mission: "Provide the best customer service possible. Deliver WOW through service."

Core Values:

- Deliver WOW Through Service
- Embrace and Drive Change
- Create Fun and A Little Weirdness
- Be Adventurous, Creative, and Open-Minded
- Pursue Growth and Learning
- Build Open and Honest Relationships With Communication
- Build a Positive Team and Family Spirit
- Do More With Less
- Be Passionate and Determined
- Be Humble

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Starbucks

OUR MISSION

To inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.

OUR VALUES

With our partners, our coffee and our customers at our core, we live these values

- **Creating a culture of warmth and belonging, where everyone is welcome. Acting with courage, challenging the status quo and finding new ways to grow our company and each other**
- **Being present, connecting with transparency, dignity and respect**
- **Delivering our very best in all we do, holding ourselves accountable for results**
- **We are performance driven, through the lens of humanity.**

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Harley Davidson

“We fulfill dreams through the experiences of motorcycling, by providing to motorcyclists and to the general public an expanding line of motorcycles and branded products and services in selected market segments.” (Mission)

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Communicate Properly

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- ❖ Cultures that thrive are bound by a mutual understanding and respect for the company mission, vision, and values.
- ❖ This shared connection requires companies to be **intentional** about how information is shared.

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- ❖ The strongest cultures are highly effective in properly communicating news, changes, goals, and successes throughout their ranks; and are inclusive in soliciting feedback.

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Create a Respectful/Safe Workplace

- ❖ Especially.... **“Psychological Safety”**
- ❖ Millennials are leading the way with inclusiveness around gender, race, and sexual orientation.

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- ❖ Couple that with open and candid communication and we are laying a strong foundation for a thriving culture.
- ❖ Everyone should be able to voice their perspective in a respectful and safe manner.
- ❖ More input equals more clarity.

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Leaders Must Be the Example!

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- ❖ If your Leaders don't buy into cultural change and healthy cultural environments, don't expect your Employees to follow suit.

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- ❖ Too often, Leaders know what it takes for the team to succeed, but don't hold themselves to the same or even higher standards.

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- ❖ For Leaders who live it and don't just talk Values, they can expect the trickle down to be what they want -- a **Positive, Productive Culture.**

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- ❖ Gallup research shows that a mind-boggling **70%** of an employee's motivation is influenced by their manager.

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- ❖ Leadership is not about "Authority" ...
- ❖ Leadership is all about **"Influence"**!

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- ❖ Leaders don't create more followers... **They create more Leaders!**

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- ❖ Great Leaders are a catalyst.....
- ❖ They do 4 things *really* well:
 - ❖ *Select the right person*
 - ❖ *Set expectations*
 - ❖ *Inspire and empower the person*
 - ❖ *Develop the person*

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JUST DO IT!



Ask these 4 questions:

- ❖ Is it legal and ethical?
- ❖ Is it good for my customer?
- ❖ Am I willing to be held accountable for it?
- ❖ Is it consistent with our core values?

If the answer to the 4 questions above is “yes”,
don't ask for permission, *you already have it!*

Mercedes-Benz
of Cutler Bay

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Jim Clifton, CEO of Gallup, once said:

“Leaders everywhere in the world have a tendency to name the wrong person manager and then train them on administrative things -- not how to maximize human potential.”

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The Annual Review is a Dinosaur

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- ❖ What is the difference between people who succeed and those who remain mediocre, or fail in all aspects of life? The Answer.....
- ❖ Great Leaders, Mentors, Coaches, Teachers, and Parents!

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- ❖ If you really want to grow people and give them their best chance at success...
- ❖ Start treating them like world class musicians, dancers, athletes, etc. are treated.

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- ❖ Don't wait a year, or even a month, to give feedback.
- ❖ Feedback should be immediate and to the point!
- ❖ **“Impact Meetings”**

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Final Thoughts

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- ❖ An “A” Leader is a man or a women with a Vision, and the ability to articulate that Vision so powerfully and vividly; that it becomes the Vision of the Team.

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- ❖ Great Leaders recognize that each person is different and is motivated differently.
- ❖ Each person has their own way of thinking.
- ❖ Capitalize on them.

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- ❖ Whatever got you to where you are today... Is not enough to keep you there.

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- ❖ If the rate of change outside your company is greater than the rate of change *inside* your company...
- ❖ The End is Near.

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- ❖ Your company culture is a reflection of what your organization stands for, and as the voice of your business; your employees are the key to ensuring it succeeds.
- ❖ When you provide a work environment that your team enjoys spending time in, it can help improve their performance each and every day.

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Shareholder Value should be a result,
not a goal...

A result of a business serving its
customers, serving its employees,
serving its communities.

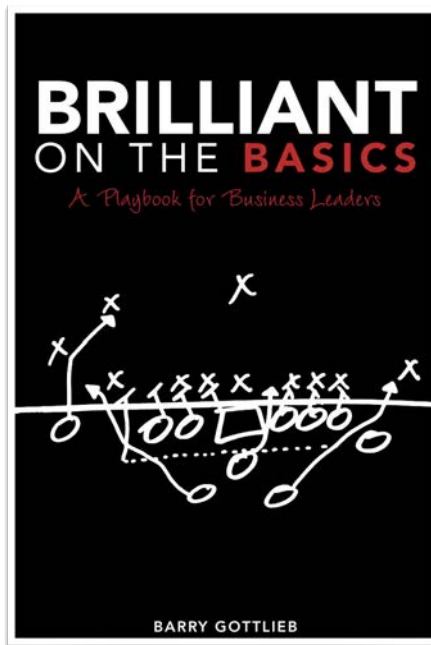
And if they do that well, Shareholders
will do fine.

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Bonus Information...

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Google Spent Years Studying Effective Bosses. Now They Teach New Managers These 6 Things

The transition from individual contributor to [manager](#) is not an easy one. In many cases, the skills that got you the promotion will not be the same ones that make you [effective](#) as a manager. Luckily, we have organizations like Google that have spent years researching this transition, to help us demystify the secrets to new managers' success.

Using [Project Oxygen](#), an internal study that analyzed more than 10,000 manager impressions including performance reviews, surveys, and nominations for top-manager awards and recognition, Google identified eight habits of highly effective managers. Google also designed a management training workshop to share its newfound knowledge with its bosses and now the world.

Through the company's [Re:Work](#) website, a resource that shares Google's perspective on people operations, Google posted this training presentation in hopes that it could benefit all.

Let's take a look at the six key attributes that Google instills in its managers.

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1. Mindset and Values

Implementing research from Dr. Carol Dweck, professor of psychology at Stanford University, Google encourages its managers to develop a growth mindset. As opposed to a fixed mindset (the belief that skills and abilities are predetermined), individuals with a growth mindset believe that intelligence can be cultivated.

This simple idea develops leaders who are more eager to learn, challenge themselves, and experiment, and it eventually boosts their performance. Although success will always require tenacity, hard work, and concentration, this research suggests these traits are byproducts of a quality that underpins them, optimism.

Also, Google encourages its managers to identify values and leverage them within their management styles. The purpose is not to impose set values, but rather to empower leaders to leverage their individual morals to drive deeper meaning and impact to their work. Managers have to make tough decisions. When faced with uncertainty, values can be a manager's saving grace.

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2. Emotional Intelligence (EQ)

EQ is the ability to recognize and understand emotions in yourself and others, and leverage this awareness to manage your behavior and relationships. In other words, it's a heightened sense of self-awareness.

Managers who are self-aware make better decisions, communicate more effectively, and are more relatable. In fact, EQ-based leadership may be the most important driver of climate but also that climate may account for 20 to 30 percent of organizational performance.

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3. Manager Transition

All right, so this one doesn't seem like an attribute. However, if you take a look at Google's new manager training facilitator's guide, you'll notice some common themes.

As instructors encourage new supervisors to share their transition challenges and frustrations with their peers, they simultaneously teach that it's OK to be vulnerable and honest. As managers open up and tell their stories, others chime in with advice and guidance providing actionable new strategies.

It's important for all managers to know that you're not in this alone. Others have faced similar challenges and can help -- if you let them.

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4. Coaching

Through Project Oxygen, it was revealed that the number one quality of effective managers is being a good coach. Google defines good coaching as:

1. Timely and specific feedback
2. Delivering hard feedback in a motivational and thoughtful way
3. Tailoring approaches to meet individual communication styles in regular one-on-one meetings
4. Practicing empathetic "active" listening and being fully present
5. Being cognizant of your own mindset and that of the employee
6. Asking open-ended questions to discover an employee's acumen

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5. Feedback

Managers' words have the power to build or destroy.

Google understands this sensitivity and teaches its supervisors to be consistent (free from bias) when delivering feedback across their teams, to balance positive (motivational) and negative (developmental) feedback, to be authentic and appreciative, and to state growth opportunities in a clear, compassionate way.

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6. Decision Making

To ensure judgments aren't made in a vacuum, Google has established a routine to help managers make better decisions. This framework includes asking and articulating:

- What are you solving for, and is everyone on the same page? (Identify and communicate the root cause.)
- Why is it important? (Does it support other business goals?)
- Who is the decision maker?
- How will the decision be made?
- When can people expect a decision? (Keep stakeholders in the loop, and manage expectations.)

Also, to ensure informed decisions are made, Google encourages managers to test their ideas out loud and collect feedback by explicitly advocating for their opinions (voicing individual views, reasoning, and providing data), testing their understanding by inquiring about others' perspectives (soliciting ideas and feedback), and then synthesizing the responses to ensure a comprehensive understanding before making a decision.

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While these Six Attributes may seem basic... the results are anything but.

Google reported a statistically significant improvement in 75 percent of its underperforming managers after implementing the program.

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**A New Study of 2.5 Million Teams Says Doing 5 Things
Makes You Seen As a Natural Born Leader**

- 1. Motivate with a compelling mission or vision*
- 2. Assert yourself to overcome adversity and resistance*
- 3. Foster a culture of clear accountability*
- 4. Build relationships that create trust and transparency*
- 5. Make decisions based on productivity, not politics*

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Employee Survey

Please read the following statements. Then rate each one based on your honest, objective feelings; using this scale:

1. Strongly Disagree
2. Disagree
3. Mildly Agree
4. Agree
5. Strongly Agree

Statements

I know what is expected of me at work	1 2 3 4 5
I have the materials and equipment I need to do my work right	1 2 3 4 5
At work, I have the opportunity to do what I do best every day	1 2 3 4 5
In the last seven days, I have received recognition or praise for doing good work	1 2 3 4 5
My supervisor seems to care about me as a person	1 2 3 4 5
There is someone at work that encourages my development	1 2 3 4 5
At work, my opinions seem to count	1 2 3 4 5
The mission/purpose of my company makes me feel my job is important	1 2 3 4 5
My co-workers are committed to doing quality work	1 2 3 4 5
I have a best friend at work	1 2 3 4 5
In the past six months, someone at work has talked to me about my progress	1 2 3 4 5
This year, I have had the opportunity to learn and grow	1 2 3 4 5