



Dan Barnett

Culture is Hard - Not Soft

TEC

The Executive Connection

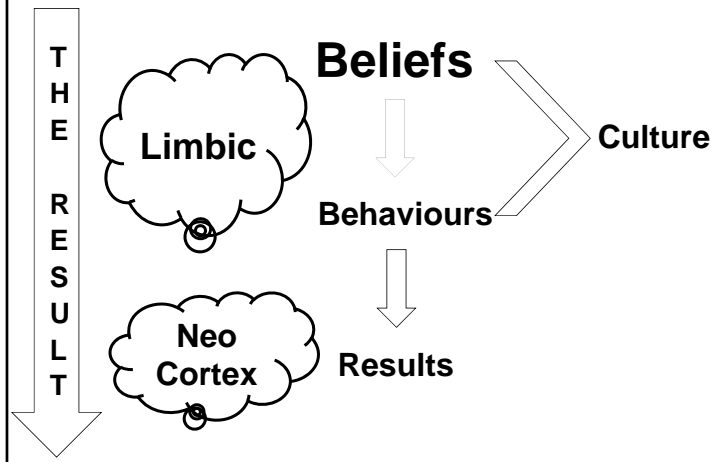
CULTURE IS HARD – NOT SOFT
Make or Break Culture™

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Chair Excellence Award
Vistage International 2015
The 500 Club
Vistage International 2014
Overseas Speaker of the Year
TEC Australia 2011-2012
Fast Track Speaker of the Year
Vistage International 2010
U. S. Speaker of the Year
TEC Canada 2009

People create your success

We hire human beings



Culture is about
the way **people**
behave in your company



Culture

Southwest _____

Apple _____

■ The Southwest Way

- To have a Warrior Spirit, a Servant's Heart, and a Fun-LUVing Attitude

■ Steve Job's Prime Directives

- Think Different – magical products & experiences
- Focus on Design
- Simplify – Humanize Technology
- We Don't Sell Cheap – Never Compromise
- Family Friendly

Every Company has a culture

- The best leaders drive the culture
- At the detail level

Culture

Assumptions, beliefs, values, customs and behaviors of an organisations employees, supervisors and leaders.

Culture

"The way we do things around here."

Culture is Not a Values Statement

■ Enron had a Values Statement

- First item on the list was "Integrity"

- The only real value at Enron was "20% growth every year and we don't care how you get it".

The *actual* company values
as opposed to the
nice sounding values in your statement
are shown by
**who gets rewarded, promoted, hired
or let go**

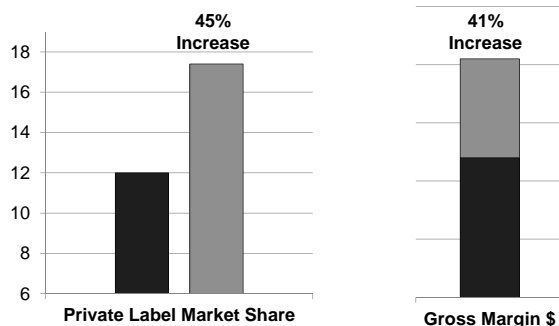
Achieving Extraordinary Culture

<u>Action</u>		<u>Results</u>
Your Role	→	Clarity & Action
Hire and Review	→	Strong Accountable People

Weyerhaeuser

How much should you invest in Culture?

Culture: Quality



Culture

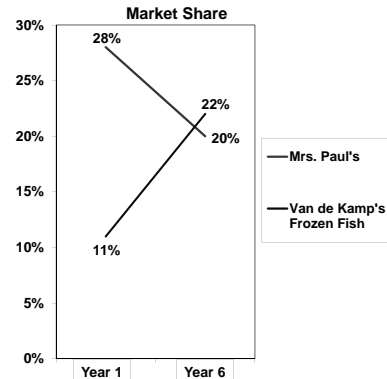
- Is not “soft”
- It is about Performance
- It takes **Performance to a Higher Level**
 - Defines “high performers” who also
do things “the right way”

Pillsbury: Van de Kamp's

Culture Delivers What Customers Want - Hire for Culture First

Culture:

- Freshness
- The Tribe



What is Your Culture?

□ Beliefs

Mission
Vision

□ Behaviour

Values
Activity
Rituals
Leadership Perspective

What is Your Culture?

All Good Performance Starts with Clear Direction

- **Mission:** (External Focus – Broadcast to the World – Your Customers Want It)
 - *Inspires your people* to do their personal best.
 - What mountain *do we want to climb?*
 - *More than a business case.* It is what *we stand for.*
- **Vision:** (Internal Focus – The future - for your people)
 - Describes the future
 - *Start with your people* – they create your success
 - Clear and Specific – Measurable

Mission Vision Examples

Weyerhaeuser Diapers

Mission: "Happy Babies" – on any budget!

Vision: Double the size of the Private Label diaper category

Pillsbury: Van de Kamp's

Mission: "Make parenting a little easier" - wholesome food kids love

Vision: # 1 brand of frozen fish

Vistage

Mission: Increase the effectiveness and enhance the lives of our members

Vision: World's largest CEO membership organisation.

What is Your Culture?

Mission (*Inspires your people, your customers want it - broadcast to the world*):

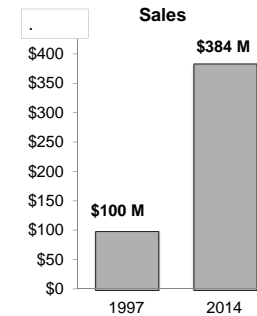
Vision (*Describes the future to your people - internal*):

What is Your Culture?

Mission (*Inspires your people, your customers want it - broadcast to the world*):

Vision (*Describes the future to your people - internal*):

WD-40 Garry Ridge Recognising and Rewarding Culture Culture: Help People Win at Work



Sales per Employee: \$1.0 M

Market Value: \$320M to \$1.22B

People Fully Engaged: 94%

Love to Tell People: 97%

Culture

Hiring and Performance Reviews

- Hire for Culture First
- Help Your People Win – define “success” for their job
- Include Behaviours in your Performance Reviews, Bonus Programs and Recognition Systems

Culture – get extraordinary results from people

■ Define your Culture

- Lead the Culture yourself
 - Reinforce every day
 - Not soft – people get recognised, rewarded, promoted or let go
 - Invest in your Culture

■ Extraordinary Culture

- Mission
 - Your People BELIEVE in It
 - Your CUSTOMERS Want It – gives you a competitive advantage
- Vision
 - Describes the FUTURE of Your Company
 - Clear, Specific, Measurable – direction for your PEOPLE
- Hire for Culture First – Recognise, Reward & Fire