



Dan Barnett

Keeping Your Competitive Advantage

TEC

The Executive Connection

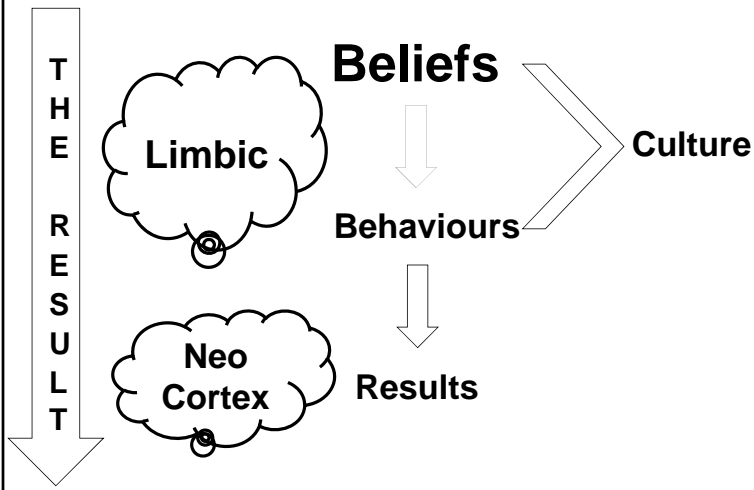
KEEPING YOUR COMPETITIVE ADVANTAGE

Make or Break Culture™

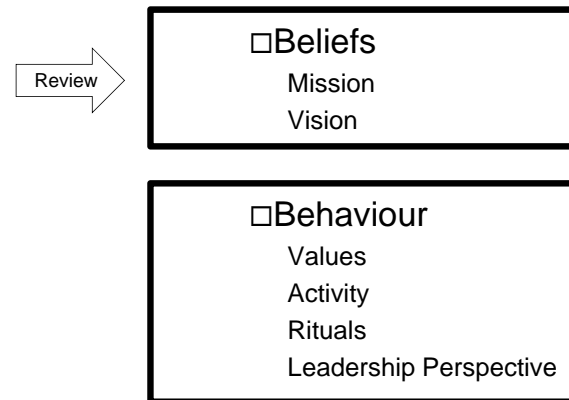
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Chair Excellence Award
Vistage International 2015
The 500 Club
Vistage International 2014
Overseas Speaker of the Year
TEC Australia 2011- 2012
Fast Track Speaker of the Year
Vistage International 2010
U. S. Speaker of the Year
TEC Canada 2009

We hire human beings



What is Your Culture?



Culture

Assumptions, beliefs, values, customs and behaviours 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

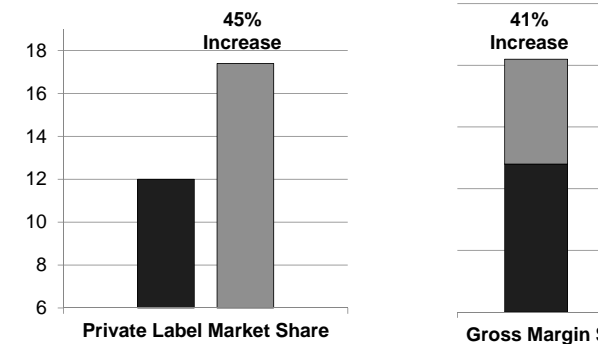
as opposed to the
nice sounding values in your statement
are shown by

**who gets rewarded, promoted, hired
or let go**

Weyerhaeuser

How much should you invest in Culture?

Culture: Quality



Culture

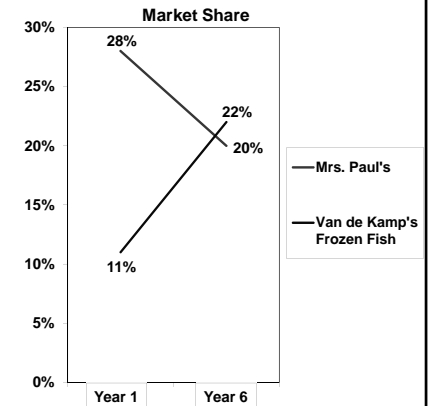
- Is not “soft”
- It is about Performance
- It takes **Performance to a Higher Level**
 - Defines “high performers” who also do things “the right way”

Pillsbury: Van de Kamp's

Culture Delivers What Customers Want - Hire for Culture First

Culture:

- Freshness
- The Tribe



What is Your Culture?

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

What is Your Culture?

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

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

What is Your Culture?

□ Beliefs

Mission
Vision

□ Behaviour

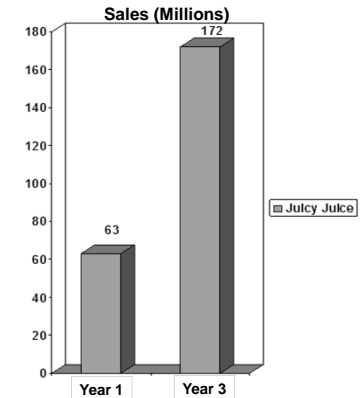
Values
Activity
Rituals
Leadership Perspective



Nestlé : Juicy Juice Get Everyone on Board : Lead It Yourself

Dan's Creed

- Treat people the way you want to be treated
- Make the Numbers
- Have Fun



What are Your Values?

- It is not "soft"
- Rank Order Your Values

Values:

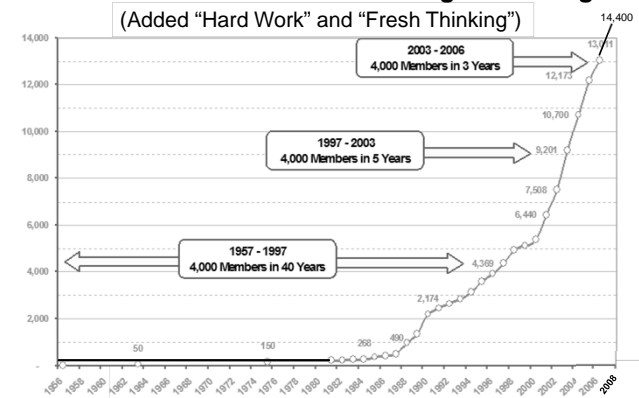
1. _____
2. _____
3. _____
4. _____
5. _____

Include something like: Make the Numbers, Sustainable Results, Do More with Less

Vistage: Convert Values to Behaviours

Values: 1. Trust 2. Growth 3. Challenge 4. Caring

(Added "Hard Work" and "Fresh Thinking")



Convert Values to Behaviour

Value: _____

Behaviours: (List several behaviours that you want to see around that value)

1. _____
2. _____
3. _____
4. _____

Repeat for Each Value

Culture

■ Rituals

Consistent Behaviours

- Do something 100 times and it becomes embedded in you.

- 10,000 times and you are a master

Create Rituals that focus your people on certain behaviours consistently.

- Daily huddles
- Repeat a Value before Every Meeting
- Weekly reviews
- Book-club
- Monthly all-hands meeting

Create a Ritual for Your Core Behaviours

Core Behaviour _____

Ritual (Repeat for all core behaviours)

It Takes 10,000 Repetitions to Master Something

Culture

Language

- A common language creates a sense of belonging

- “Mistakes” versus “Learning Moment”
- “Tribe” versus “Company”
- “Juiceville” versus the “Juice Division”
- “Maniacs” versus “Committed”
- “Warrior’s Spirit”, “Servant’s Heart”, “Fun-Loving Attitude”

Culture

- Leadership Perspective
 - What do you stand for as a leader
- Mine
 - Do what you say you will - Integrity
 - Listen to and respect others
 - Try new things – courage
 - Learn from your mistakes
 - Treat others the way you want to be treated
 - Make the numbers
 - Work hard
 - Have fun

What is Your Leadership Perspective?

- Develop these with your leaders

Leadership Perspective: (What you stand for as a leader)

1. _____
2. _____
3. _____
- ⋮
10. _____

Culture – get extraordinary results from people

- Define your Culture
 - Lead the Culture yourself
 - Reinforce every day
 - Not soft – people get recognized, rewarded, promoted or let go
 - Invest in your Culture
- Extraordinary Culture
 - Customers Want It – competitive advantage
 - Hire for culture first
 - Performance Reviews/ Bonuses – accountability and recognition
 - Language – sense of belonging
 - Rituals – Consistent Behaviors
 - Leadership Perspective – consistent leadership