

The Culture Imperative

How to design
a company culture
employees love.

**JOSH
LEVINE**



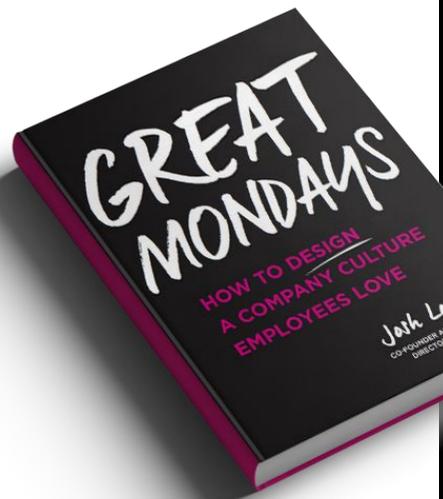
@akajoshlevine
greatmondays.com

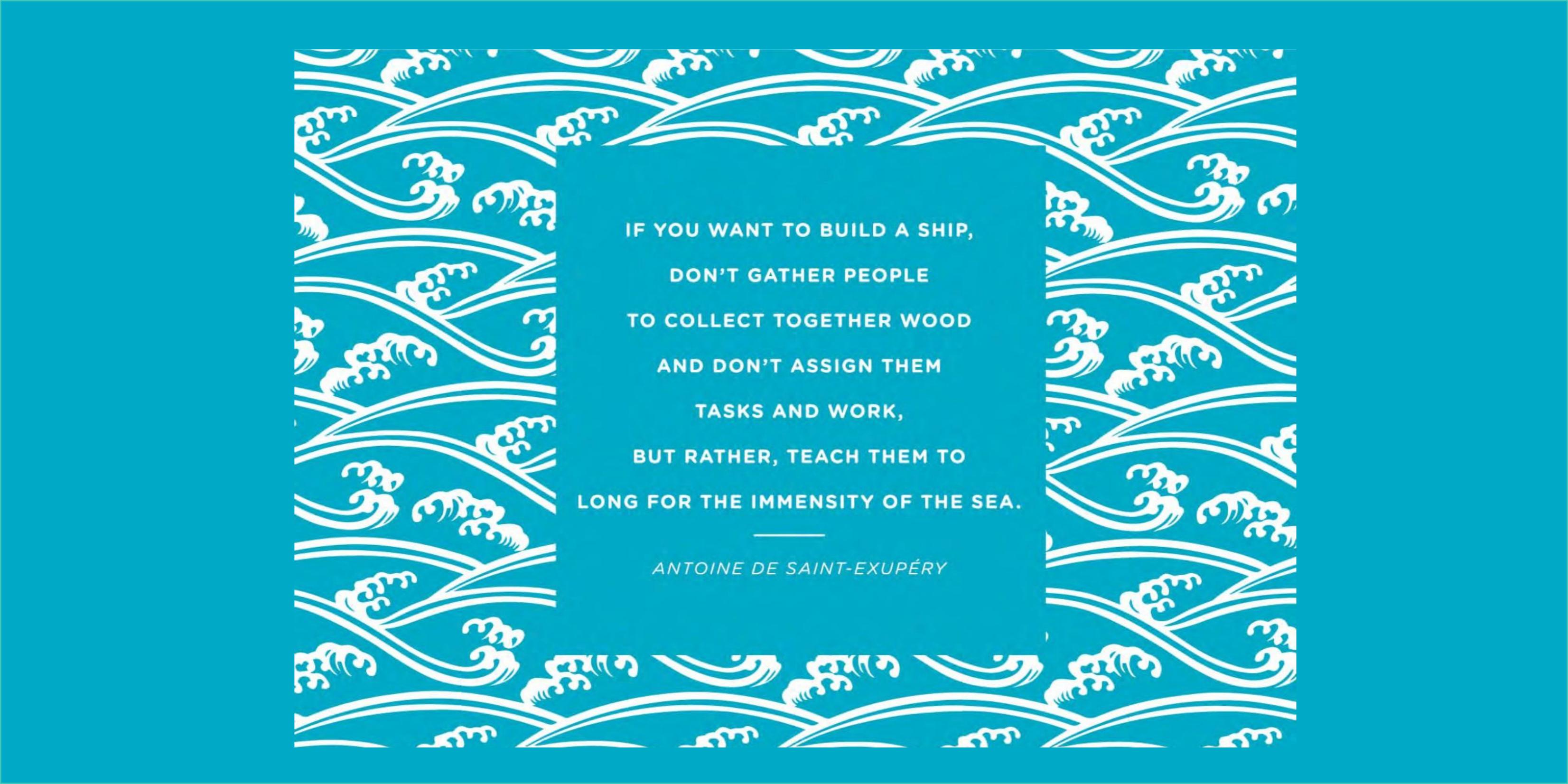
GREAT MONDAYS 

DMBA

MBA in Design Strategy

FAST COMPANY





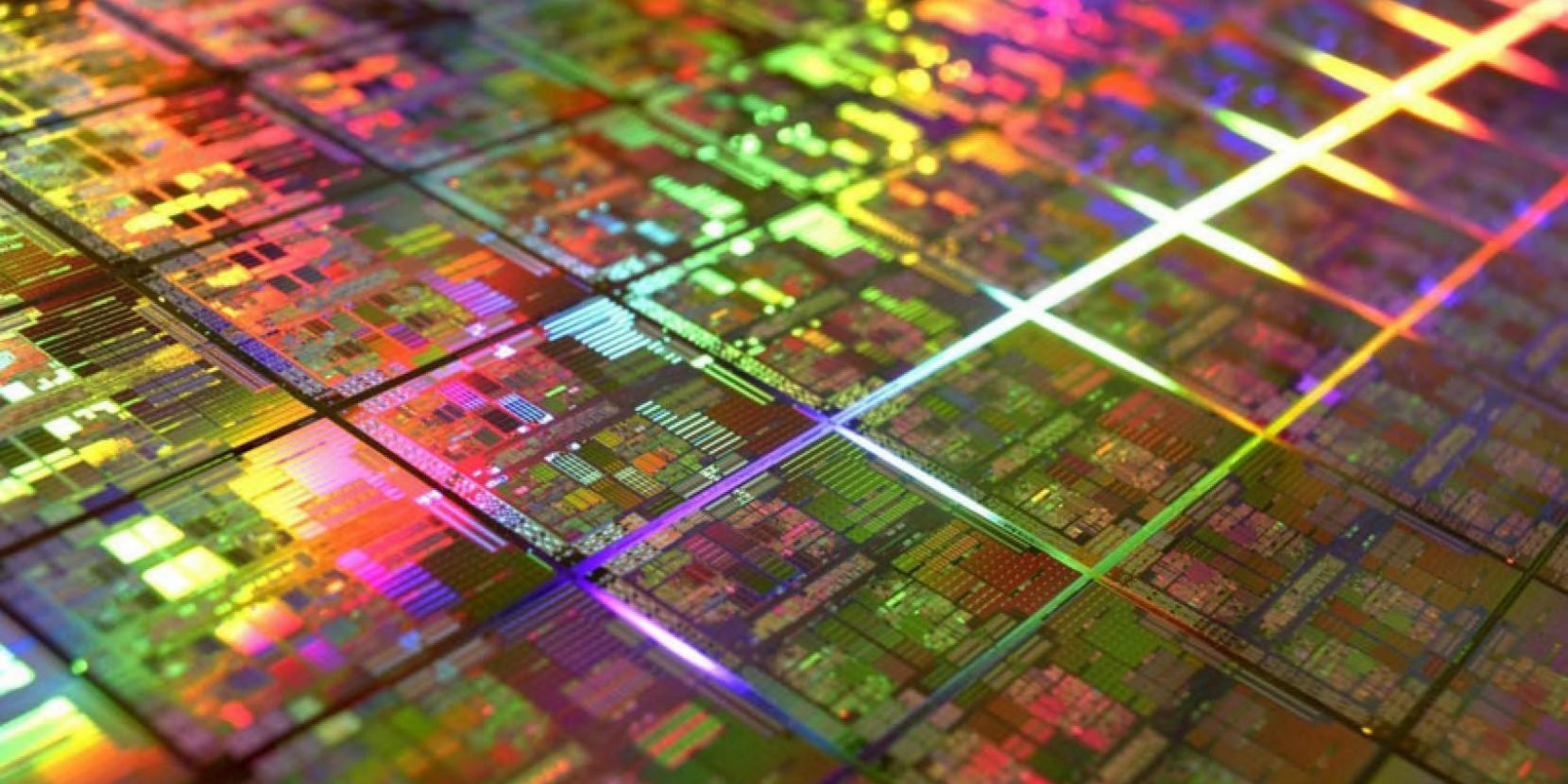
IF YOU WANT TO BUILD A SHIP,
DON'T GATHER PEOPLE
TO COLLECT TOGETHER WOOD
AND DON'T ASSIGN THEM
TASKS AND WORK,
BUT RATHER, TEACH THEM TO
LONG FOR THE IMMENSITY OF THE SEA.

ANTOINE DE SAINT-EXUPÉRY

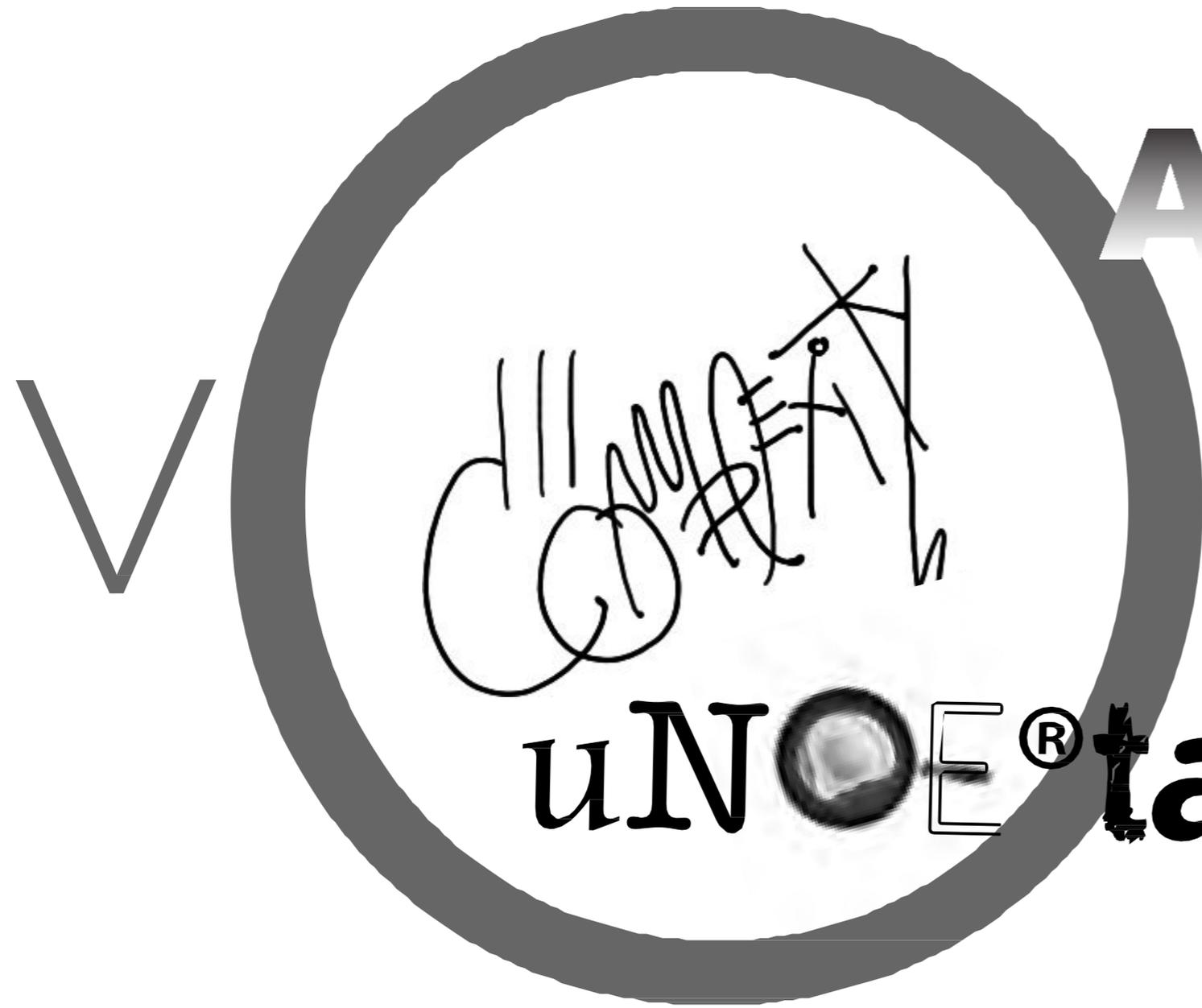


of business

the state



VUCA



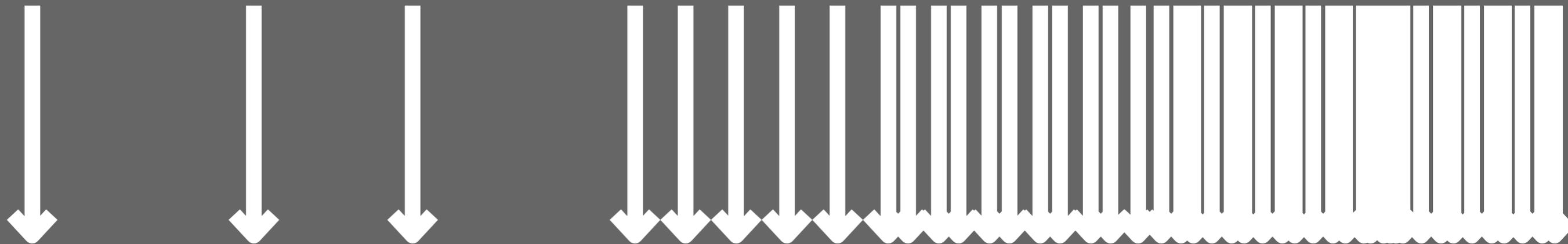
AMBIGUITY

lilitility

uNOE®tainTY

Culture change was once an event.





Now it's a constant.

**WHAT IS
CULTURE?**

More Than
Ping-Pong
and Pizza

merriam-webster.com

An Encyclopædia Britannica Company

Merriam-Webster

Dictionary Thesaurus Medical Scrabble® Spanish Central

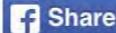
SEARCH

1 culture

noun | cul·ture | ˈkəl-çər

SAVE POPULARITY

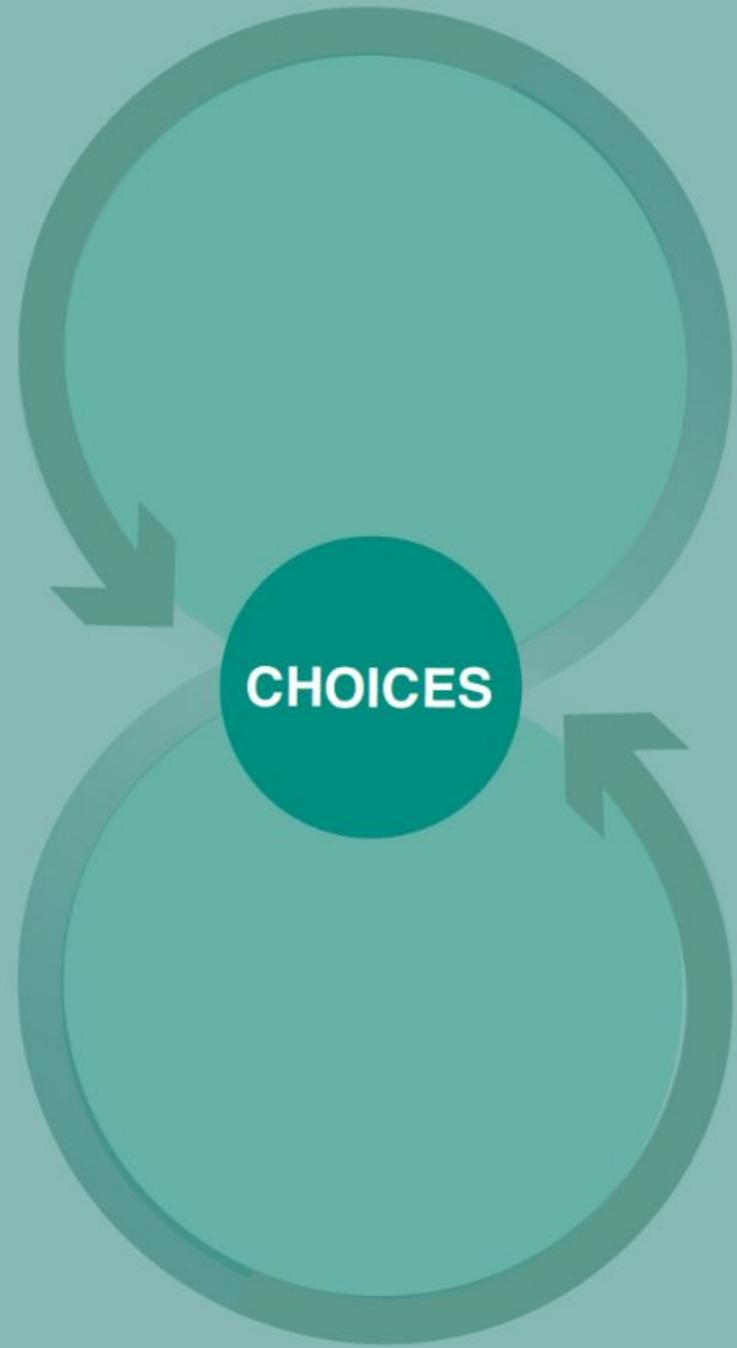
: the beliefs, customs, arts, etc., of a particular society, group, place, or time

: a particular society that has its own beliefs, ways of life, art, etc.

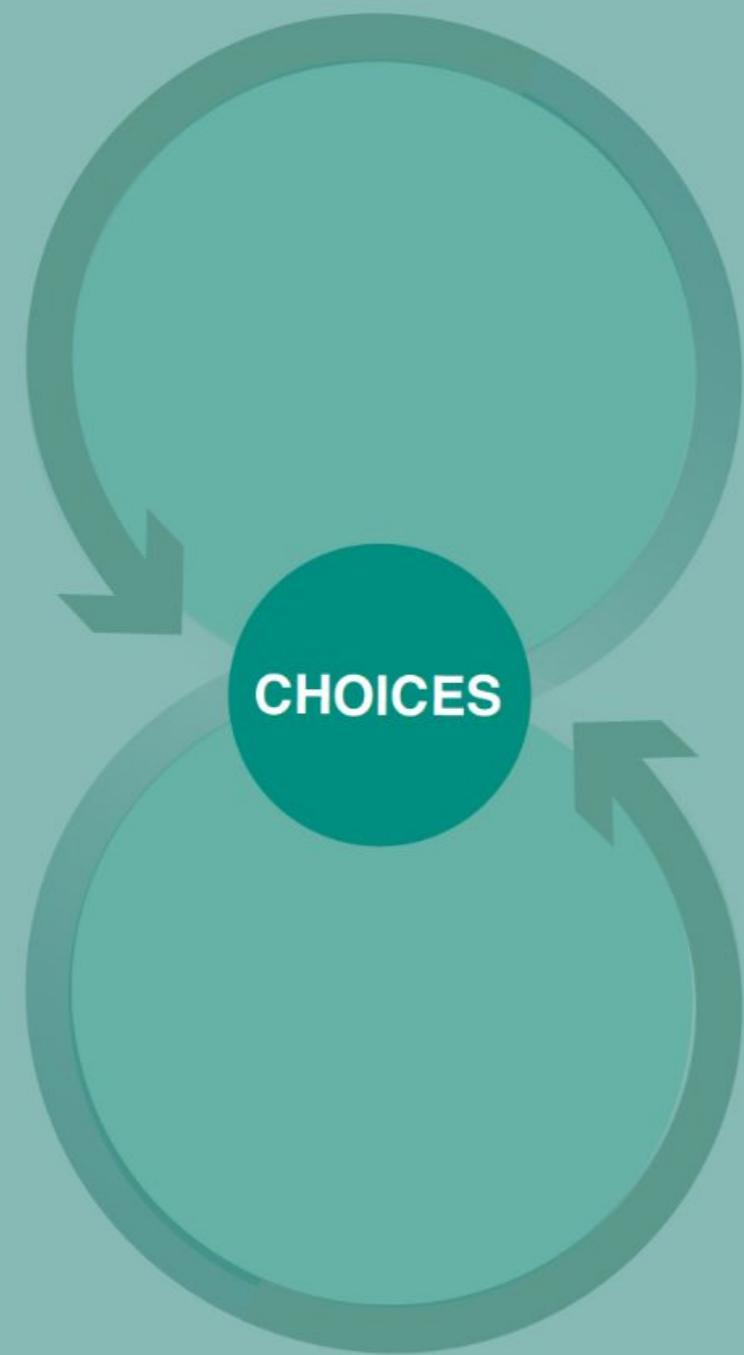
: a way of thinking, behaving, or working that exists in a place or organization (such as a business)

10 funny-sounding words

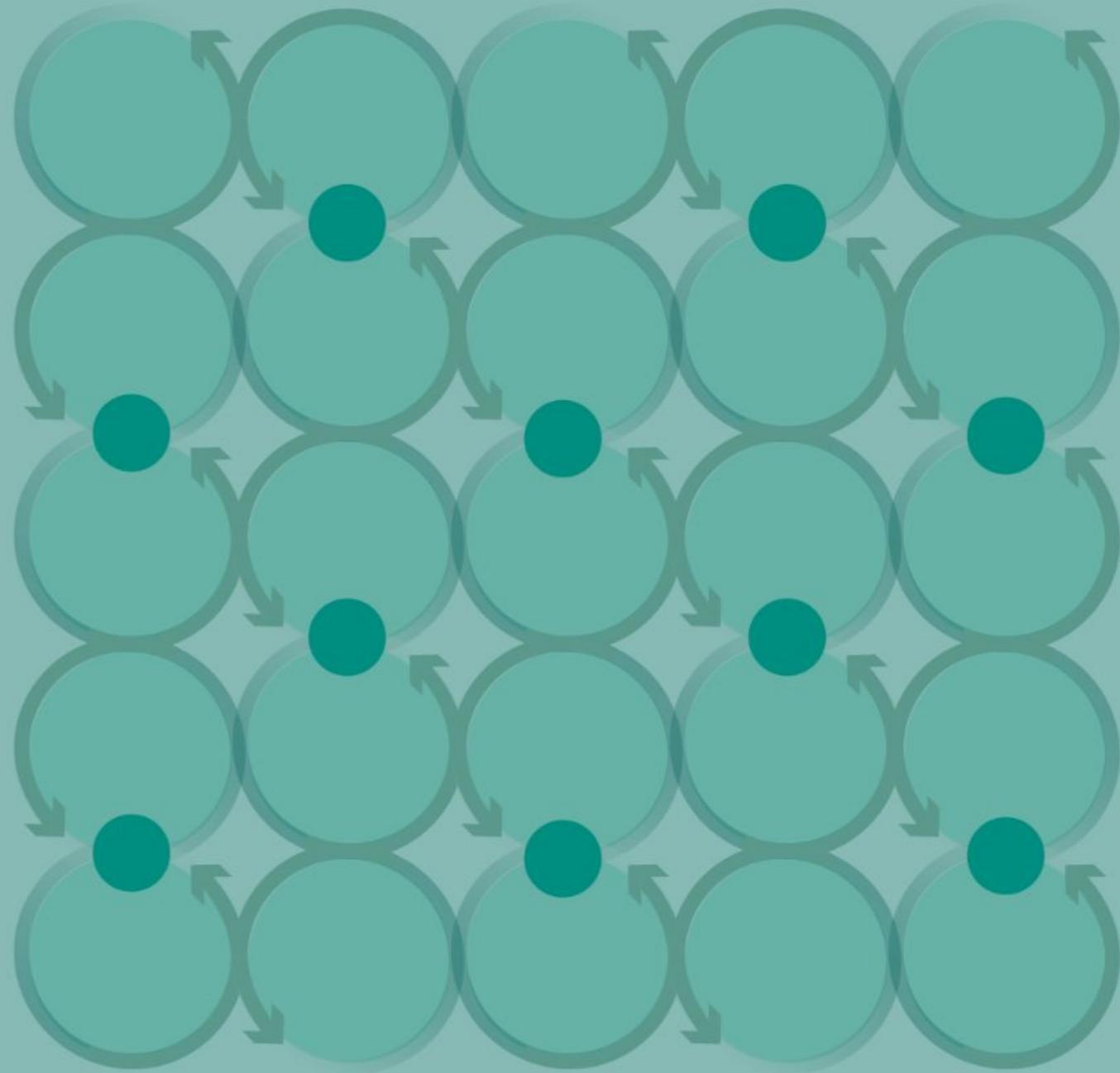
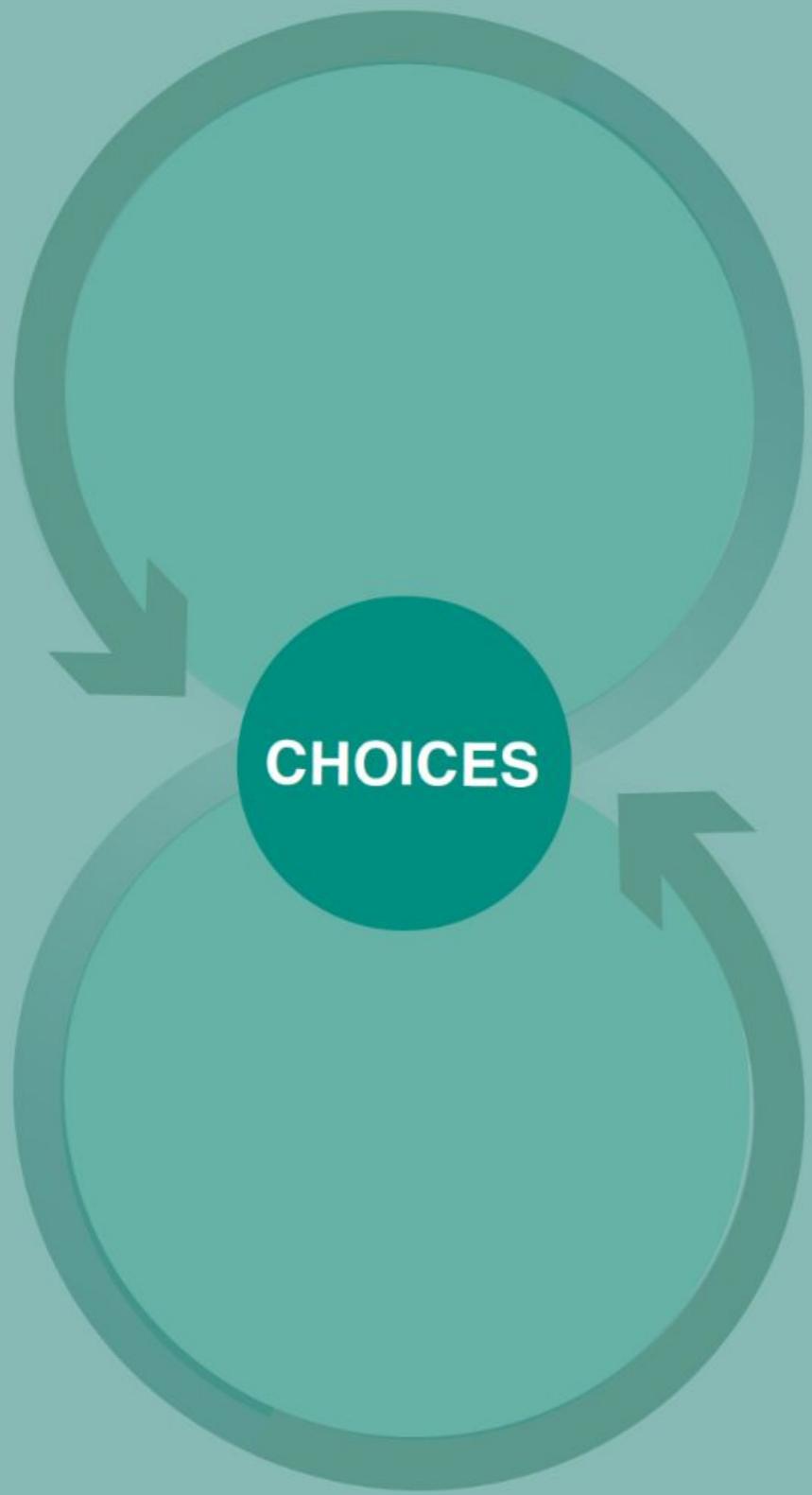
Culture is the
cause and effect
of every choice
you make.



Culture is the
cause and effect
of every choice
you make.



DECISION
=
MAKING
MACHINE



~~STOLEN~~

~~COPIED~~



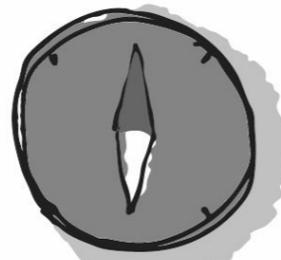
**WE CAN'T
LEAVE
CULTURE TO
CHANCE.**

Does your
organization have
a good or bad
culture?

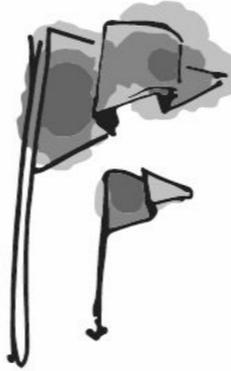
Does your
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THE SIX COMPONENTS OF CULTURE



PURPOSE



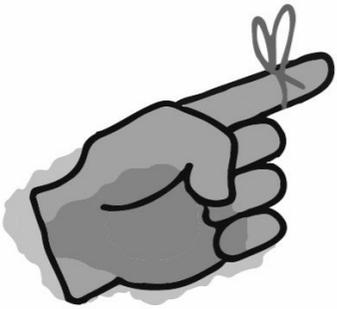
VALUES



BEHAVIORS



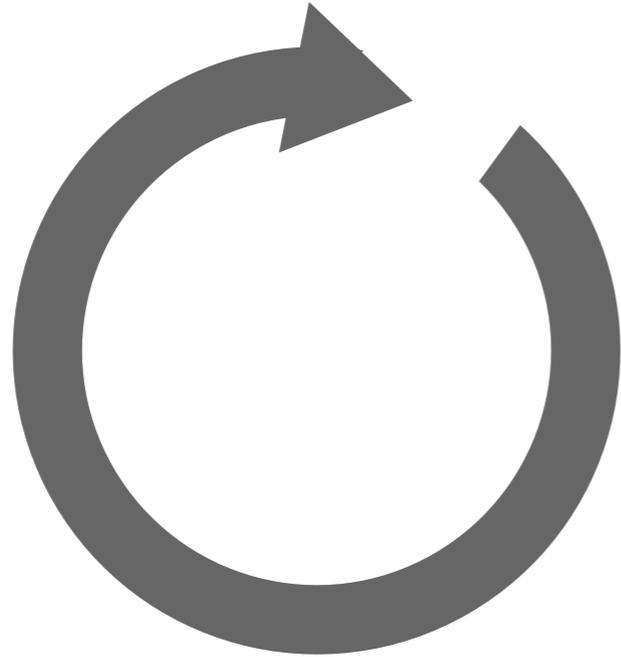
RECOGNITION

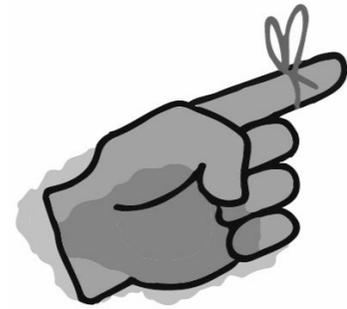


CUES



RITUALS





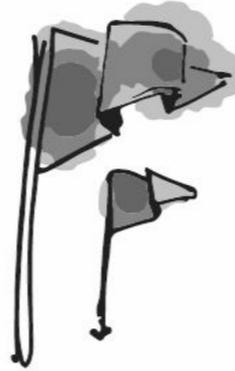
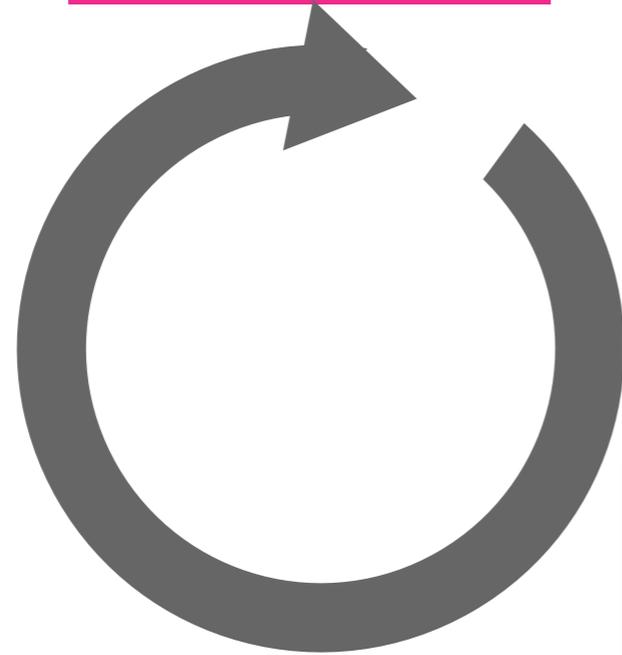
CUES



RITUALS



PURPOSE



VALUES

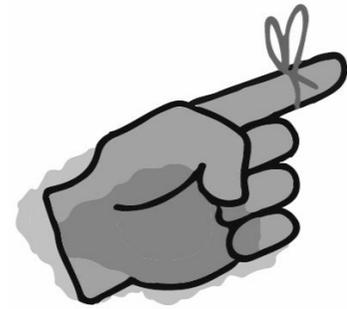


BEHAVIORS



RECOGNITION

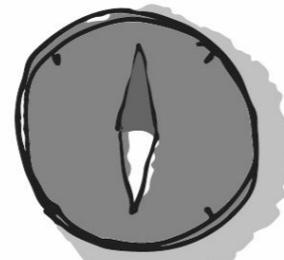
Why an organization exists beyond making money.



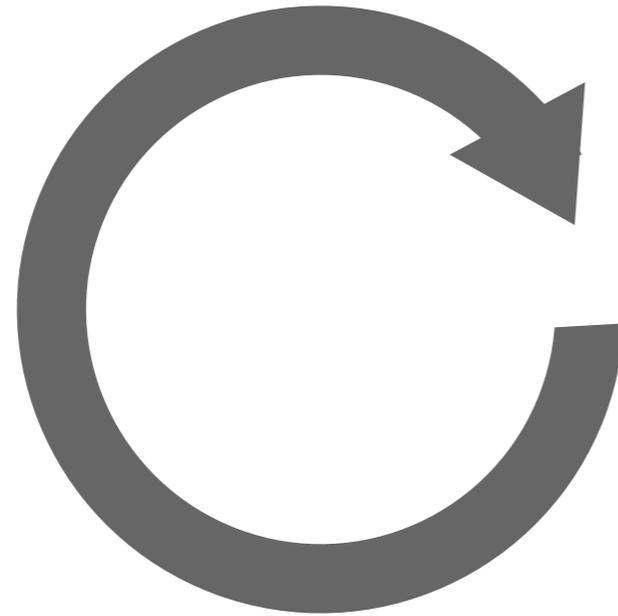
CUES



RITUALS



PURPOSE



VALUES



BEHAVIORS



RECOGNITION

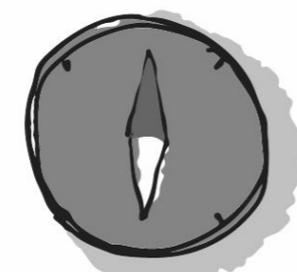
Shared beliefs about which behaviors are most important.



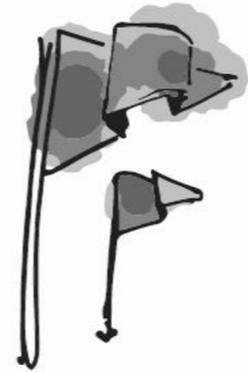
CUES



RITUALS



PURPOSE



VALUES



BEHAVIORS



RECOGNITION

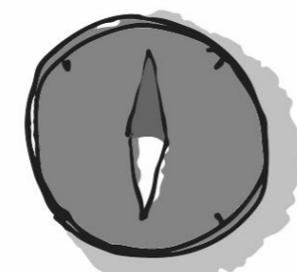
Choices
guided by a
company's
purpose and
values.



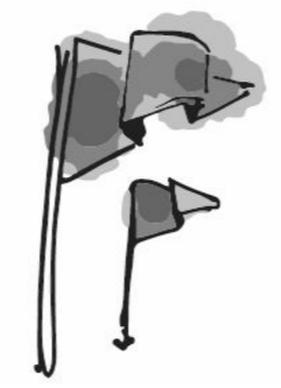
CUES



RITUALS



PURPOSE



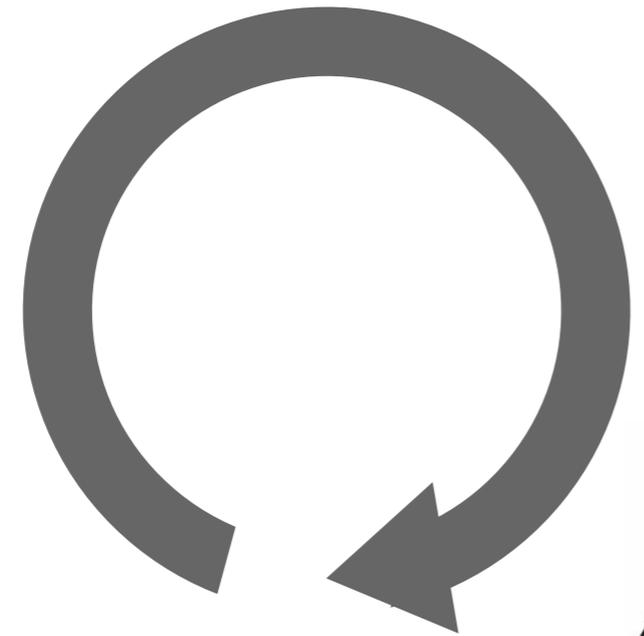
VALUES



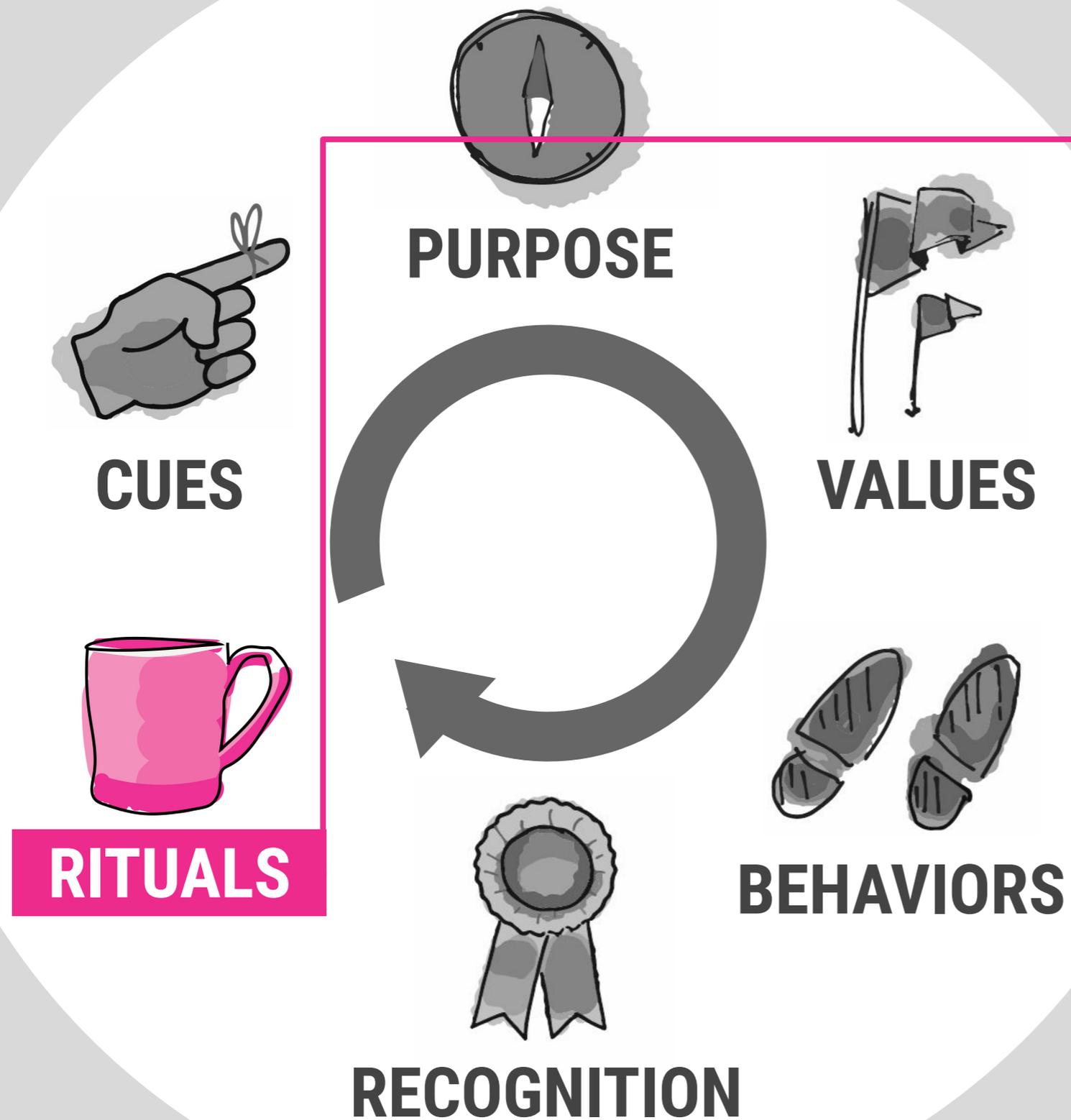
BEHAVIORS



RECOGNITION



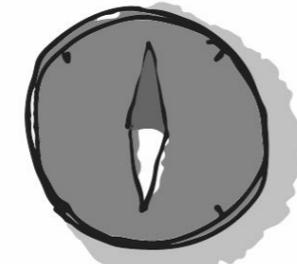
Programs that encourage values-driven choices.



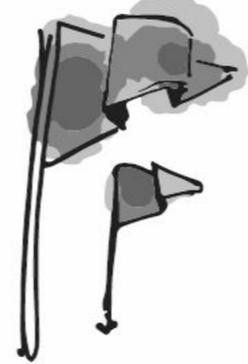
Recurring activities that build and strengthen relationships.



CUES



PURPOSE



VALUES



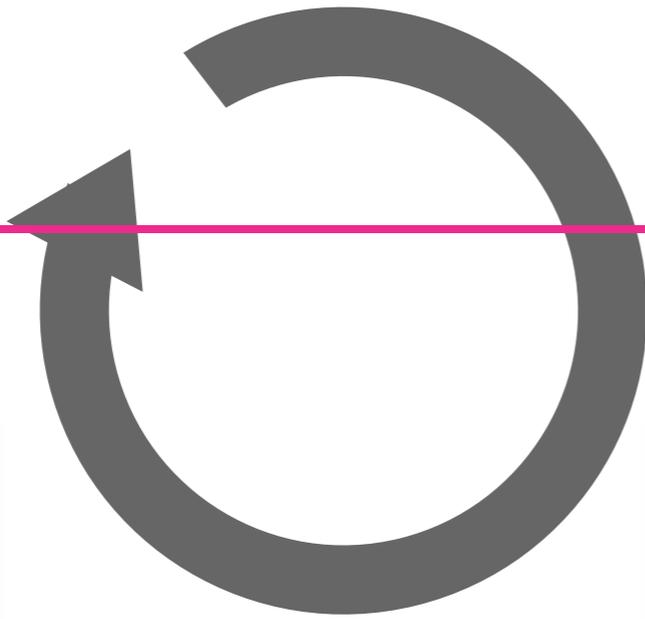
BEHAVIORS



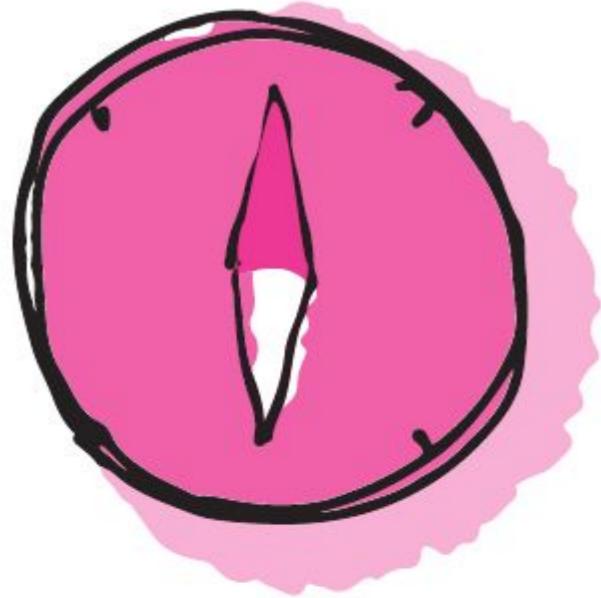
RITUALS



RECOGNITION



Reminders
that help
everyone stay
connected to
the culture.



purpose

WHY AN ORGANIZATION EXISTS
BEYOND MAKING MONEY.

A FEW GOOD PURPOSE STATEMENTS

To help people be their best financial selves.

CREDIT KARMA

To nourish families so they can flourish and thrive.

KELLOGG'S

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

STARBUCKS

To create a better everyday life for the many people.

IKEA

“Do i really need

another statement?”

(A note on mission and vision.)

Mission statements

clarify what an organization does, for whom they do it and how.

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Vision statements

describe a concrete image of what achieving that mission will look like.

Mission statements

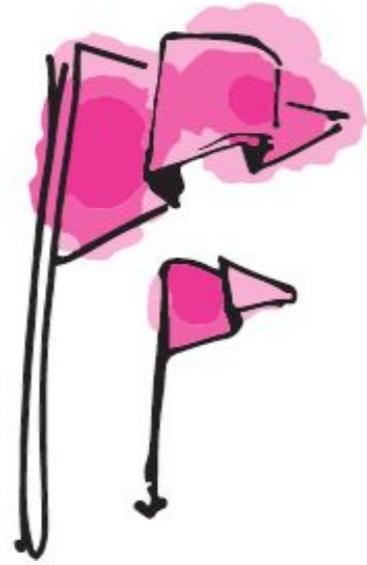
clarify what an organization does, for whom they do it and how.

Vision statements

describe a concrete image of what achieving that mission will look like.

Purpose statements

guide, inspire, and rally customers and employees to join a cause greater than themselves.



values

SHARED BELIEFS ABOUT WHAT
IS MOST IMPORTANT WHEN
CONDUCTING BUSINESS.

**Berkshire
Hathaway**

Verizon

Walmart

ExxonMobil

growth

integrity

service to the
customer

work flexibility

relationships

accountability

respect for the
individual

safety and security

authenticity

respect

strive for
excellence

recognizing human
rights

compassion

performance
excellence

act with integrity

integrity and
diversity and
inclusion

empowerment

service

**Berkshire
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excellence

integrity and
diversity and
inclusion

empowerment

act with integrity

service

WHAT DO GOOD VALUES LOOK LIKE?

they're brief.

they're well-defined.

they're unique.

they're limited in number.

they're actionable



DC Public Library

DC Public Library Values



Give and Get Respect

Seek equity. Embrace diversity. Listen to understand.

WHAT WE MEAN

Equity begins with respect. That's why we respect everyone's value and voice, and every role and level. We respect the diversity of our staff because our strength comes from our differences.

WHAT WE DO

Be fair in decisions and policies
Recognize the unique experiences and value everyone has to offer
Take time to listen, accept, and understand
Respect everyone whether you know them or not
Talk through conflict respectfully even when we disagree
Measure and monitor equity in recruitment, advancement, and retention

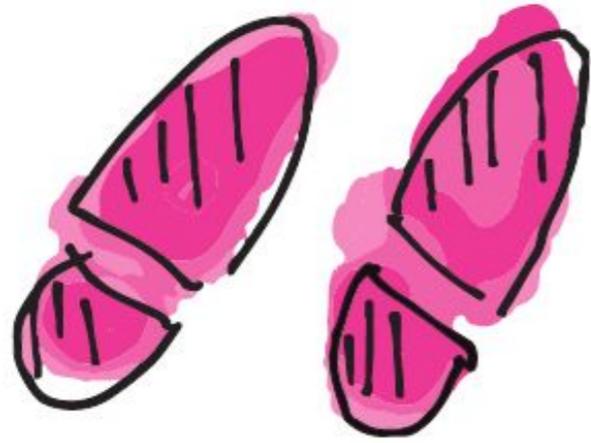
WHAT WE DON'T DO

Not bring important voices to the table
Retaliate in any way
Require people to earn respect

WHAT WE ASK

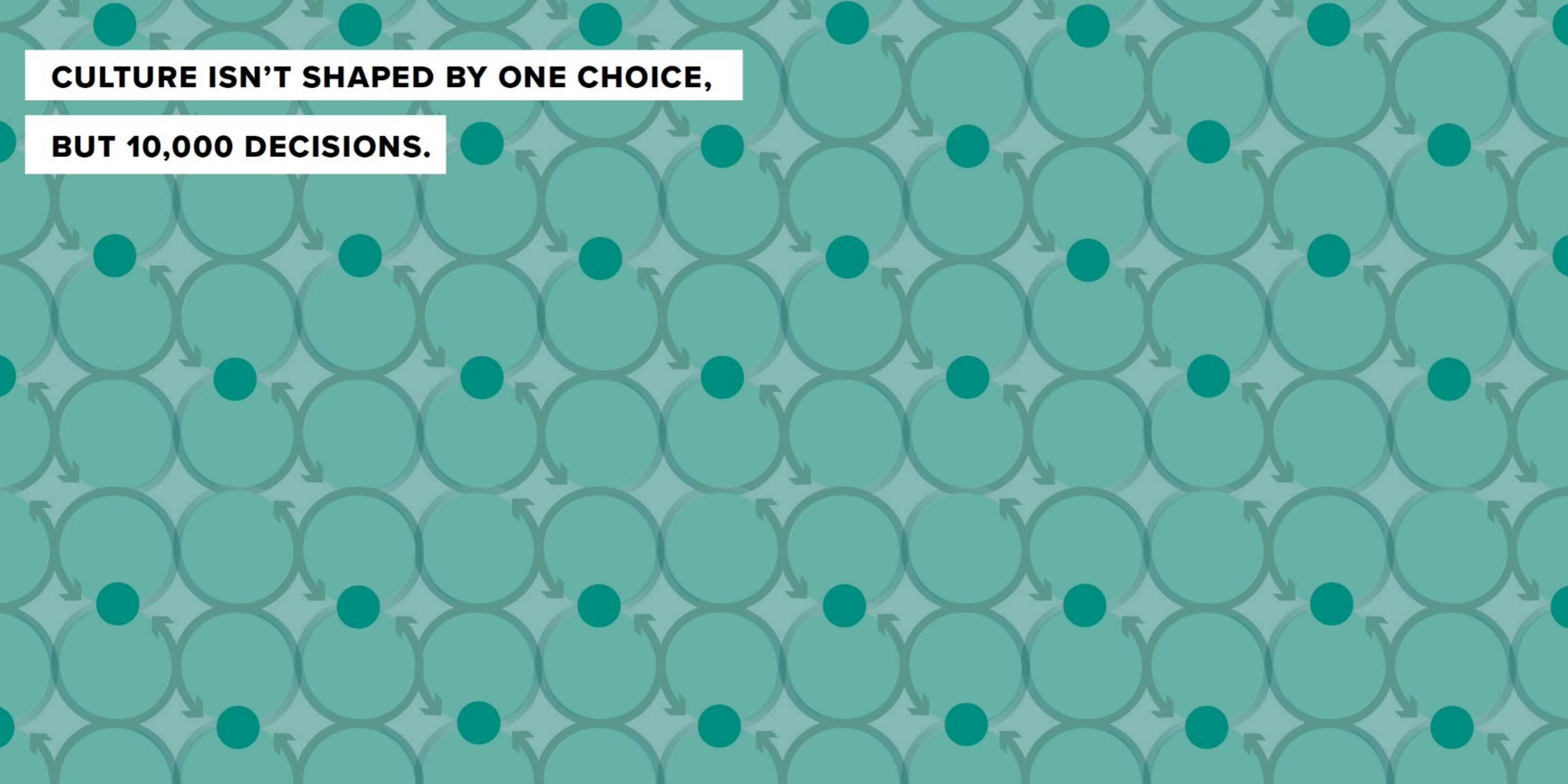
Am I listening?
Am I seeing this person?
What are my biases?

**WHO
REPRESENTS
THE FUTURE
OF YOUR
CULTURE?**



behaviors

CHOICES MADE BY EMPLOYEES
THAT ARE GUIDED BY PURPOSE
AND VALUES.

The background features a repeating pattern of teal circles. Each circle contains a smaller, solid teal circle in its center. Surrounding the central circle is a ring of four arrows pointing outwards towards the corners of the circle, creating a grid-like structure.

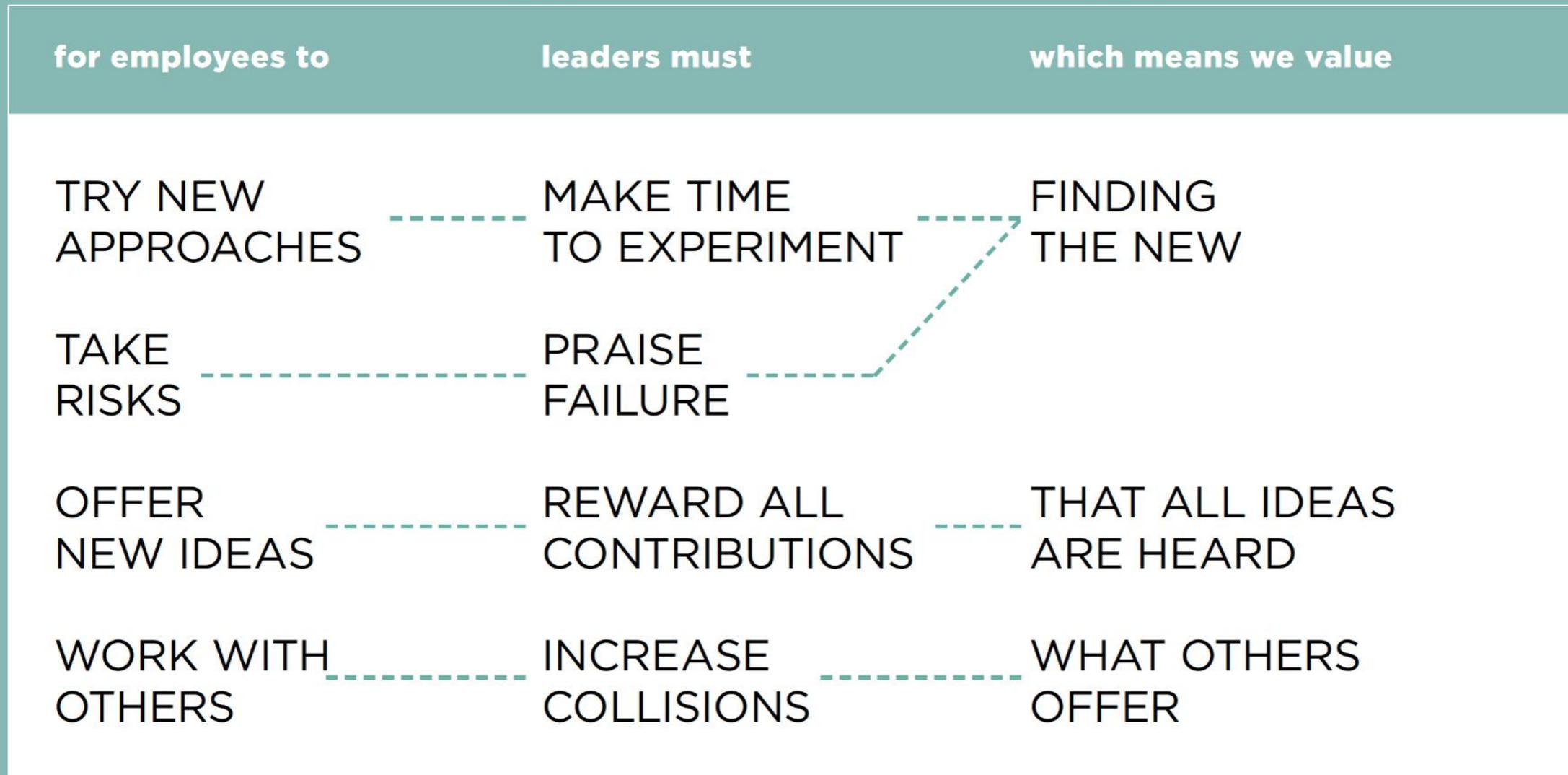
CULTURE ISN'T SHAPED BY ONE CHOICE,

BUT 10,000 DECISIONS.

WHAT BEHAVIORS
LEAD TO INNOVATIVE
IDEAS AND WORK?

for employees to	leaders must	which means we value
TRY NEW APPROACHES		
TAKE RISKS		
OFFER NEW IDEAS		
WORK WITH OTHERS		

for employees to	leaders must	which means we value
TRY NEW APPROACHES	MAKE TIME TO EXPERIMENT	
TAKE RISKS	PRAISE FAILURE	
OFFER NEW IDEAS	REWARD ALL CONTRIBUTIONS	
WORK WITH OTHERS	INCREASE COLLISIONS	





recognition

PROGRAMS THAT ENCOURAGE
BEHAVIORS THAT BRING
THE CULTURE TO LIFE.

The background features a repeating pattern of teal-colored geometric shapes. The primary element is a large, light teal diamond or square rotated 45 degrees, outlined with a thick, dark teal border. Within each of these diamond shapes, there is a smaller, concentric circle pattern, also in teal, consisting of three rings of varying thicknesses. The overall effect is a rhythmic, grid-like pattern of these diamond-and-circle units.

THE PROBLEM WITH MOST RECOGNITION PROGRAMS

IS THEY REWARD THE WRONG THINGS.



THE PROBLEM WITH MOST RECOGNITION PROGRAMS

IS THEY REWARD THE WRONG THINGS.

AND USE THE WRONG THINGS TO REWARD.

Every business outcome is the result of how people work. The best way to achieve those goals consistently (and honestly) is recognizing behaviors that lead to those results, not the results themselves.

**WHAT
BEHAVIORS
DO YOU
REWARD?**



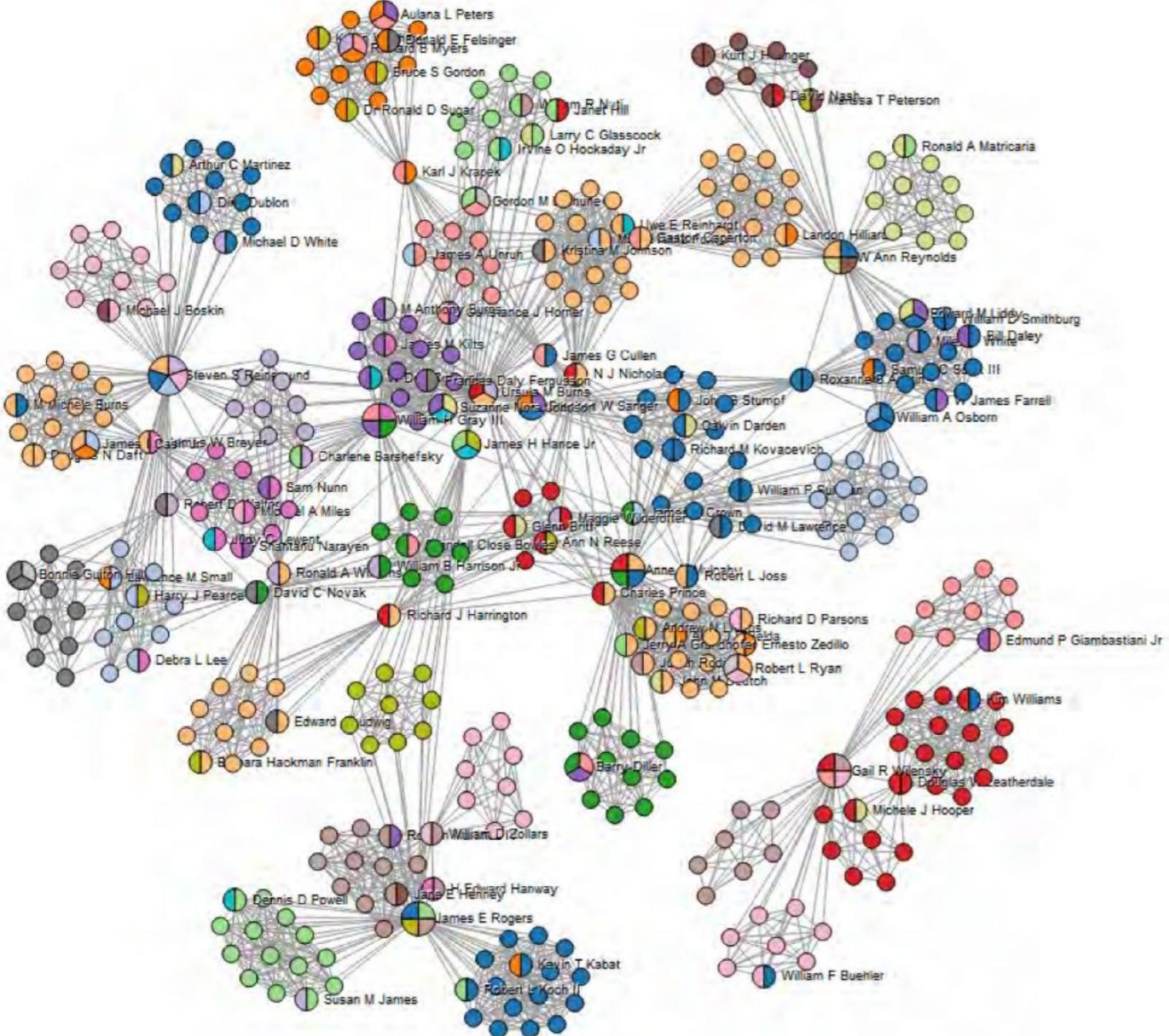
rituals

RECURRING GROUP
ACTIVITIES THAT BUILD AND
STRENGTHEN RELATIONSHIPS.

Without relationships
businesses would just be
a pile of old laptops
and task chairs.



**INTIMATE COMMUNITIES ALLOW US
TO KNOW THE “WHO’S AND WHAT’S”
OF OUR COMPANY.**





60% of conversations are talking about interactions with others and personal experiences¹.

1. Stambor, Zak. *apa.org*. (April 2006, Vol. 37, No. 4). Bonding over others' business. <https://www.apa.org/monitor/apr06/bonding.aspx>.

Social grooming

Social grooming is a behaviour in which social animals, including humans, clean or maintain one another's body or appearance. A related term, allogrooming, indicates social grooming between members of the same species. [Wikipedia](#)

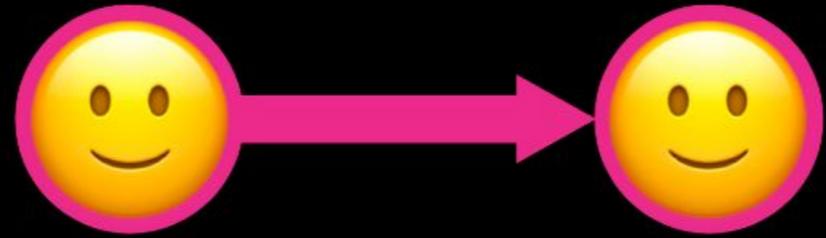




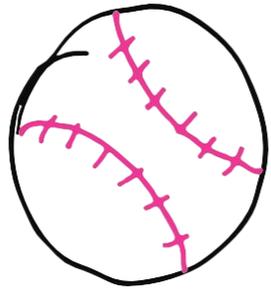




Relationships are the
synapses of culture.



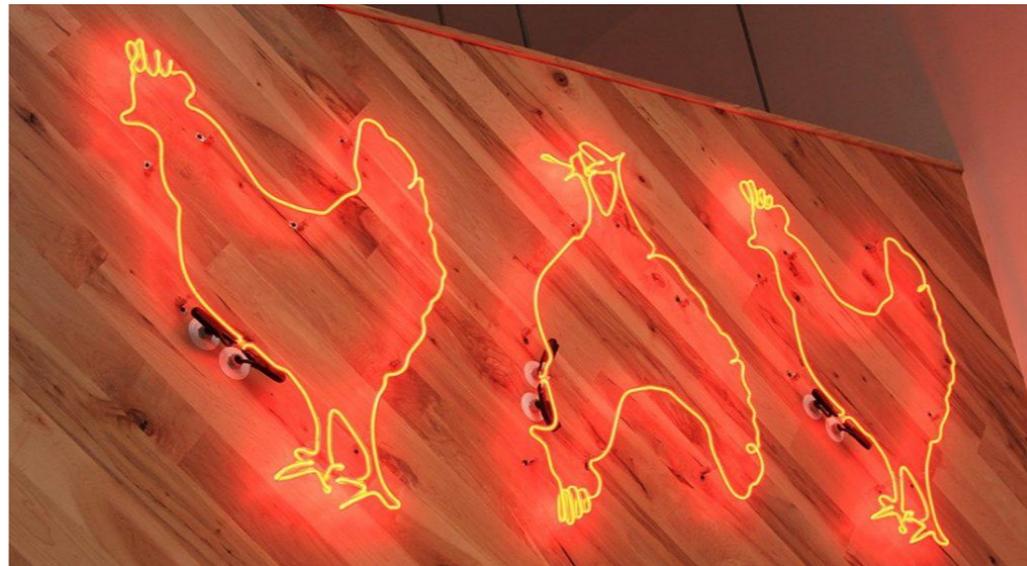
WHAT'S A GREAT RITUAL?





clues

REMINDERS THAT HELP EMPLOYEES
AND LEADERS STAY CONNECTED
TO THE FUTURE.





TO SERVE THE

BEST DAMN CHICKEN

(AND PRETTY YUMMY PEOPLE, TOO.)

♥ QUALITY FOR ALL ♥

WHAT WE MEAN

We create a great experience for everyone: customers, community, employees, and partners.

WHAT WE DO

We remember that each action no matter how small it seems enables us to reach that goal. Take pride in everything we do.

♥ CELEBRATE THE YUM ♥

WHAT WE MEAN

Appreciate the details, diversity, and good in each other and the world around us.

WHAT WE DO

We notice what's special, focus on the positive and share fun with the world. We respect the uniqueness in the people who make our dreams possible.

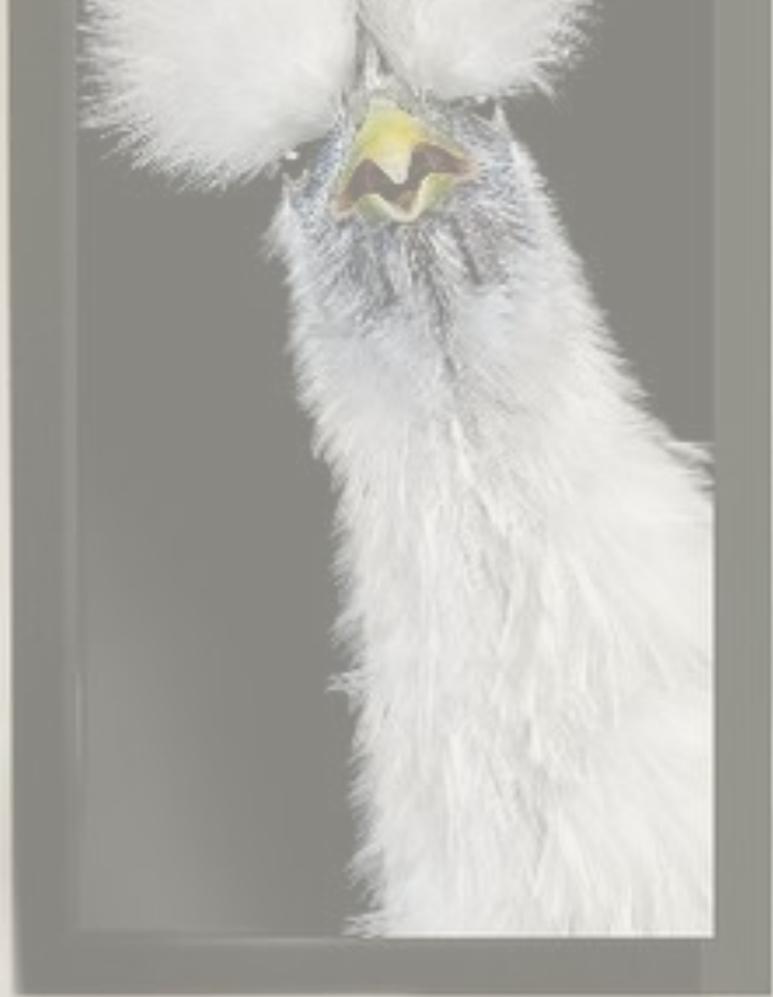
♥ BE THE BEST YOU ♥

WHAT WE MEAN

We challenge ourselves at work and beyond for a fuller life experience.

WHAT WE DO

We work hard and hustle. WE take ownership over our jobs and our lives. We are always looking for ways to improve.







Interview Process

The interview questions and techniques below are meant to help you determine if a candidate is a good cultural fit for Proposition Chicken. Remember: a role can be taught, but attitude and character cannot.

Following each question are tips on what you should be looking for in the answer. Be sure to review these items before the interview. During the interview itself you should focus on listening carefully and taking notes, then go back and analyze the answers later on. Improvised follow-up questions can help you delve deeper into a candidate's character, so don't hesitate to ask for examples, clarification, or additional details. When reviewing your notes on the candidate's answers, think about what each answer says about the person at their core, and whether that quality makes them a good cultural fit for Proposition Chicken.

During the interview, the candidate's posture can tell a lot about them. They should maintain an open body posture, make eye contact, and provide confident, enthusiastic responses. Interviews can be stressful, but the best candidates prepare beforehand and can answer the questions below with grace.

Pre-Interview

- Review the candidate's resume in detail, and memorize a few specifics to ask them about.
 - Review the interview questions and analysis tips below.
 - Prepare yourself with a notepad and pen so you can jot down notes as the candidate answers questions.
 - Print *Proposition Chicken Culture* document to have on hand when analyzing answers after the interview. Use this document to guide you in determining if answers indicate a good cultural fit.
-



PURPOSE



VALUES



BEHAVIORS



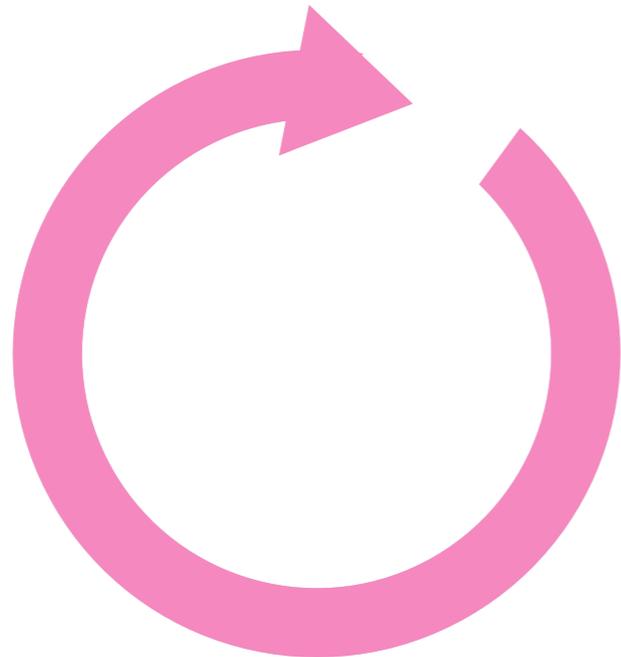
RECOGNITION



CUES



RITUALS



Be my guest.

GREAT
MONDAYS
RADIO



**candid conversations
with culture leaders**

APPLY NOW



radio.greatmondays.com