

***Build The Culture Advantage* is the “go to” resource to help drive a performance-based culture.**

- **Marshall Goldsmith**, million-selling author of the *New York Times* bestsellers *MOJO* and *What Got You Here Won't Get You There*

BUILD THE CULTURE AD✓ANTAGE



Deliver
SUSTAINABLE PERFORMANCE
with Clarity and Speed

TIM KUPPLER TED GARNETT
TOM MOREHEAD

PRAISE FOR BUILD THE CULTURE ADVANTAGE

Build The Culture Advantage is the “go to” resource to help drive a performance-based culture. The authors provide a framework to optimize the power of culture. All leaders should use this book to take their team and organization to the next level!

- **Marshall Goldsmith, million-selling author of the *New York Times* bestsellers *MOJO* and *What Got You Here Won't Get You There***

Culture is often thought to be a soft academic subject that has little, if anything, to do with making money and growing a business. *Build the Culture Advantage* effectively connects top and bottom line results with building and managing a high-performance culture. This is the best framework for managing culture I've seen in 30-plus years in helping leaders deliver great business results.

- **Greg Lee, President, Greg A. Lee & Associates and former Senior Vice President Human Resources for Motorola, Inc.; Sears, Roebuck & Company; and Whirlpool Corporation**

As a globally active enterprise, a strong and consistent corporate culture is a key driver for success which sets you apart from your competitors. I had the chance to accompany the process of applying the concepts of *Build the Culture Advantage*, and I am deeply impressed about the results delivered in a short period of time.

- **Harald Kober, Board Member, AL-KO Kober SE**

What sets *Build the Culture Advantage* apart from the growing field of culture work is the definition of how “*strategic culture alignment drives sustainable performance!*” This book brightly illuminates how this works through a powerful framework of building “Cultural Maturity.” *Build the Culture Advantage* sets a very high bar, sails over it beautifully, and then, to boot, helps us set our own plans in motion, organizing and equipping us to implement this book’s terrific tools in our own enterprises.

- **John Stahl-Wert, coauthor of the internationally bestselling books *The Serving Leader* and *Ten Thousand Horses*, and President of Serving Ventures**

The difficulty in many culture change initiatives is building a sustainable and proven process to drive an organization from its current culture to a high-performance culture. *Build the Culture Advantage* provides the foundation, template, and process to guide individuals and organizations to effectively manage this challenge with clarity and speed.

- **William S. Neale, founder of the Neale Group, co-founder of Denison Consulting, and former President of Human Synergistics**

If you are concerned about performance, you have to be concerned about culture. High-performance organizations are developed when the culture is clearly defined, aligned with the business priorities, and managed effectively by the entire team. This book takes the mystery out of culture and its connection to performance. Using a step-by-step process, it clearly shows how the two are related and what you can do about it. If you are concerned about culture and performance, this is a must read for you and your team.

- Jack and Patti Phillips, founders of the ROI Institute and authors of *Show Me the Money* and over 50 other books

There is a lot of talk in corporations about the importance of culture, but little has been done to date. Culture is the engine of organizational performance. *Build the Culture Advantage* provides the manual.

- Tim Wolters, CEO, RoundPeg

Culture has traditionally been a messy, ambiguous topic for many CEOs and senior executives to deal with; yet they all know it essential for success, intimately linked to strategy, execution and engagement of their people. *Build the Culture Advantage* closes the gap between ambiguity and practicality, providing a coherent framework to understand culture and its link to business performance. I'd recommend this book to all leaders who know in their gut the importance of organizational culture but have struggled with channeling their energy toward interventions that make a difference.

- David Astorino, Senior Partner, RHR International LLP

I just finished reading *Build the Culture Advantage*—in a word—WONDERFUL! It is one of the best bodies of work that I have read on the subject in 25 years of playing in the culture space. It's an excellent balance of a practical framework and science, one that will benefit a layman or expert.

- Kurt Yerak, President, KEY Leadership Group

Taking the concept of building a high-performing culture to a new level, this pragmatic approach served up in a field guide model will benefit any manager or executive looking to build a high-performing team, department or organization. Once you read *Build the Culture Advantage* the mystical approach to culture change will be straightforward. This will be my only guide on culture change going forward.

- Zant Chapel, SVP Global HR and OD, Global Eagle Entertainment

There is much written on the topic of culture but what I like about *Build the Culture Advantage* is that it neither mysticises the topic nor makes out that it is easy to do. Instead it provides a very pragmatic and practical approach for how to begin, grow, and develop organizations with a positive culture.

- Alan Williams, Director, Servicebrand Global Ltd. and author of *The 31 Practices: Release the Power of Your Organization's Values Every Day*

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Vision for the Future of Culture Work

Work on organizational culture is in its infancy compared to other areas of focus for improving organizations. A quick search of various organizational improvement areas on Google, Amazon, or LinkedIn reveals a dramatically higher level of availability of information on subjects related to strategy, leadership, talent management, change management, engagement, and performance management when compared to organizational culture.

It's not a scientific approach but it does indicate a potential underappreciation of organizational culture...or...maybe it's the opposite? Maybe everyone knows it's important but it's far more difficult to clearly define how to improve a culture.

It's unfortunate, considering the impact of an effective organizational culture. We believe the impact dwarfs these other improvement disciplines as all of them have aspects that are dependent on the organizational culture:

- ◆ Strategic planning is pointless without leveraging the strengths of the culture. The strategy will not be effectively implemented without a clear and aligned culture.

- ◆ Performance management is important but it's brought to an entirely new level of effectiveness when integrated with efforts to support an effective culture.
- ◆ Leadership development should not be managed in isolation. It's also taken to a much deeper level if the cultural context, the current status and desired culture, is understood.
- ◆ Talent management is obviously an important aspect of the organizational culture and it heavily influences efforts to develop the culture. Unfortunately, major talent management improvements will not take hold and have the desired impact without a well-aligned culture.
- ◆ Many organizational change efforts can be more effectively managed if the approach is customized based on an understanding of the culture.
- ◆ Employee engagement is a key part of an organizational culture but covers only some of the main aspects of an effective culture.
- ◆ All of these areas of improvement need to be anchored in the culture in some way to support *sustainable* performance improvement.

There will be a revolution in the appreciation of culture on many fronts:

- ◆ Culture surveys will continue to be conducted, but the emphasis will shift from periodic surveys to ongoing analysis of data captured from internal social networks and other technology.
- ◆ This ongoing data analysis from social networks and technology will be directly connected to additional feedback and prioritization efforts. Organizations will not only know the current status of their culture but also the top changes necessary to move the culture in the right direction in the collective eyes of their workforce.
- ◆ The analysis of cultures will expand to include a much deeper understanding and improvement of the operating drivers of the culture, like the emphasis of this book. These operating drivers

are reinforcing the current culture and are the keys to moving a culture in a new direction.

- ◆ Foundation processes and frameworks for effectively improving or aligning a culture will emerge with the broad understanding and exposure of other major improvement approaches we see in strategic planning, change management, talent management, and other areas.
- ◆ These base foundation processes and frameworks for culture alignment will be customized for use in various industries, organizational types, and geographies where the broader cultural context will also be defined and understood. Culture improvement efforts to this point have been primarily focused on generic improvements and best practices applied to individual organizations even though customization based on the broader environment is clearly possible.
- ◆ The work on culture will “impact” society through the work of many types of organizations, especially in healthcare, education, nonprofits, and faith-based organizations as foundation processes and industry-specific best practices are more deeply understood.
- ◆ Organizations that have a vested interest in improving many other organizations (foundations, consulting companies, venture capital firms, etc.) will leverage work on culture to maximize the potential of the organizations they support.
- ◆ Culture consulting work will grow dramatically as a base discipline, but it will also support change efforts in many other disciplines to deliver sustainable performance. You see culture identified in connection to many disciplines: innovation culture, wellness culture, safety culture, quality culture, learning culture, customer service culture, and many more. The culture of the organization impacts all improvement disciplines, and many organizations will need support to effectively embed improvement approaches in their culture.

Some organizations understand the impact of culture and value nurturing their culture more than anything else. Zappos is the first organization that comes to mind with us. Its [“Culture Book”](#) is very

impressive: it highlights company culture as being the number one priority. Employees across the organization share their impressions of the Zappos culture and the “impact” on their lives is undeniable.¹ In *Delivering Happiness: A Path to Profits, Passion and Purpose*, Zappos’ CEO Tony Hsieh highlights how a company’s culture and a company’s brand are two sides of the same coin. The brand is the *lagging* indicator of the culture.² The Culture Book also includes feedback from customers and partners that is completely consistent with the employee feedback.

We are excited to be part of this revolution in the work on organizational culture. A great culture is like a tidal wave that can overcome challenges and obstacles over time. Culture can also crush your dreams if it’s not a fit with your personal values. Some may debate our vision about the future of culture work and how it will impact society, but we’re not alone in understanding the tremendous impact it has on organizations of every size.