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 ADVANTAGE



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 performancebased 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, RoundPegg

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 Chapelo, 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

BUILD THE CULTURE ADVANTAGE

Deliver SUSTAINABLE PERFORMANCE with Clarity and Speed

TIM KUPPLER TED GARNETT TOM MOREHEAD



BuildTheCultureAdvantage.com

Contents

- 1 Preface for Leaders 1
- 2 Introduction 3
- 3 Why Focus on Culture? 11
- 4 The Culture Maturity Model 17
- **5** Phase 1 Build the Foundation, Define 23 5.1 Step 1 – Evaluate Your Current Culture and Performance 26 5.2 Step 2 – Clarify Your Initial Vision 30 5.3 Step 3 – Clarify Values and Expected Behaviors 33 6 Phase 1 – Build the Foundation, Align 41 6.1 Step 1 – Clarify the Strategic Priorities 41 6.2 Step 2 - Engage Your Team in Defining SMART Goals 46 6.3 Step 3 – Clarify and Track Key Measures 53 7 Phase 1 – Build the Foundation, Manage 59 7.1 Step 1 – Maintain a Management System for Priorities and Goals 59 7.2 Step 2 – Manage Communication Habits and Routines 66 7.3 Step 3 – Build Motivation Throughout the Process 71 7.4 Overcoming Obstacles and Summary 74 8 Phase 2 – Expand the Approach 83 8.1 Develop a Greater Vision 84 8.2 Build a Culture of Collaboration 86 8.3 Develop Key Competencies 88
 - 8.4 Refine Your Foundation and Drive Collaboration as You Expand the Approach 96
 - 8.5 Overcoming Typical Problems as You Expand the Approach 109

9 Phase 3 – Go Deep 117

- 9.1 Leverage Leadership Development 118
- 9.2 Focus Succession Development 121
- 9.3 Acquire Talent to Fit Your Developing Culture 122
- 9.4 Refine Your Foundation and Drive Innovation as You "Go Deep" 124

10 Summary and Next Steps 129

11 Accountable Culture Management[™] 135

12 Advanced Approaches 141

- **12.1** Customized Culture Journeys for Advanced Users and Large Organizations 141
- 12.2 Managing Culture Alignment in Global Organizations 144

13 Vision for the Future of Culture Work 149

APPENDIX A Culture Alignment Roadmap 153

APPENDIX B Operating Driver Evaluation 155

References 165

Acknowledgements 169

About the Authors 171