How to drive culture. Intentionally.
WELCOME TO
Historic MOORESTOWN
Founded 1682
Girls Lacrosse:
14 state championships in 15 years
Wrestling:
25 consecutive state championships
Field hockey:
18 consecutive state championships
What makes these high school sports champions so remarkable?

- They’re stuck with whomever happens to live in their town
- They turn over their roster every year
Championship culture
5 Reasons why world-class organizations make working on their culture a key strategic priority.
To stand out and win in business
To find and keep A-level talent
3

To execute at higher levels
To protect the existing strong culture
To preserve the Founder’s legacy
The same thing is happening in your company
How important is culture to the bottom line?

Average CEO response:

4.8
Culture should be

Intentional

Systematic
8-STEP FRAMEWORK

1. DEFINE
   the employee behaviors (Fundamentals) that drive your success

2. RITUALIZE
   the practice of your Fundamentals

3. SELECT
   people who are the right fit for your culture

4. INTEGRATE
   new hires into your culture

5. COMMUNICATE
   your culture throughout the organization

6. COACH
   to reinforce your culture

7. LEAD
   your culture by example

8. DRIVE
   your culture through accountability
1. Define the employee behaviors (Fundamentals) that drive your success

8-STEP FRAMEWORK
Values vs. Behaviors

VALUES

• Integrity
• Quality
• Respect
• Innovation

BEHAVIORS

• Honor commitments
• Practice blameless problem-solving
• Be a fanatic about response time
• Follow-up everything
Behavior is easier to teach.

Feedback
The limiting effect of values

- Behavior A
  - Integrity
    - Behavior 1
    - Behavior 2
    - Behavior 3
    - Behavior 4

- Behavior B
  - Quality
    - Behavior 1
    - Behavior 2
    - Behavior 3
    - Behavior 4

- Behavior C
  - Excellence
    - Behavior 1
    - Behavior 2
    - Behavior 3
    - Behavior 4

- Behavior D
  - Service
    - Behavior 1
    - Behavior 2
    - Behavior 3
    - Behavior 4
3 mistakes companies make

“Exceed customer expectations”
The “Way” card

We call it the “HPC WAY”

At High Performing Culture, our goal is not to be good. It’s to be extraordinary. Extraordinary performance comes from extraordinary people. And the foundation for extraordinary people is an extraordinary culture. The 30 Fundamentals that follow describe the behaviors that define our unique culture. They’re what set us apart and what make us leaders in our field.
The “Way” card

1. DO WHAT’S BEST FOR THE CUSTOMER. At all times do what’s best for the customer even if it’s to our own detriment. There’s no greater way to build a successful business than by always doing the right thing even when no one is watching.

2. DO THE RIGHT THING, ALWAYS. Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, even when no one is watching. Always tell the truth. If you make a mistake, own up to it, apologize, and make it right.

3. MAKE QUALITY PERSONAL. Take pride in the quality of everything you touch and everything you do. Always ask yourself, “Is this my best work?” Everything you touch has your signature.

4. CREATE A TONE OF FRIENDLINES S AND WARMTH. Every conversation, phone call, email, and even voicemail, sets a tone and creates a feeling. Pay attention to every interaction and be sure you’re setting a tone of friendliness, warmth, and helpfulness.

5. BE A FANATIC ABOUT RESPONSE TIME. People expect us to respond to their questions and concerns quickly, whether it’s in person, on the phone, or by email. This includes being on time for all phone calls, appointments, meetings, and promises. Allow extra time for email deliverability and get back to people promptly.

6. CREATE A TONE OF FRIENDLINESS AND WARMTH. Every conversation, phone call, email, and even voicemail, sets a tone and creates a feeling. Pay attention to every interaction and be sure you’re setting a tone of friendliness, warmth, and helpfulness.

7. CHECK THE EGO AT THE DOOR. It’s not about you. Don’t let your ego or personal agenda get in the way of doing what’s best for the team. Worrying about who gets credit or taking things personally is counterproductive. Make sure every decision is based solely on advancing company goals.

8. HONOR COMMITMENTS. There’s no better way to earn people’s trust than to be true to your word. Do what you say you’re going to do. When you say you’re going to do it. This includes being on time for all phone calls, appointments, meetings, and promises. Allow extra time for email deliverability and get back to people promptly.

9. BE OBSESSIVE ABOUT ORGANIZATION. Regardless of the quality of your work. If you can’t manage multiple issues, tasks, and priorities, you won’t be a superstar. Master a project management system for prioritizing and tracking outstanding issues and responsibilities.

10. GET THE MATERIALS. Problem solve before they happen by anticipating future needs and addressing them in advance. Preventing issues is always more effective than fixing them.

11. DELIVER RESULTS. What is appreciated, is rewarded and celebrated. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

12. MAKE CHANGES. If what is appreciated, is rewarded and celebrated. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

13. CREATE A TONE OF FRIENDLINESS AND WARMTH. Every conversation, phone call, email, and even voicemail, sets a tone and creates a feeling. Pay attention to every interaction and be sure you’re setting a tone of friendliness, warmth, and helpfulness.

14. SPEAK STRAIGHT. Speak honestly in a way that moves the action forward. Make clear and direct requests. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it’s necessary for team success. Address issues directly with those who are involved or affected.

15. COMMUNICATE TO UNDERSTAND. Know your audience. Listen and speak in a way that they can understand. Avoid using internal slang, acronyms, and industry jargon. Use the simplest possible explanations.

16. GO THE EXTRA MILE. Be willing to do whatever it takes to accomplish the job—no less, but more. Take the next step to solve the problem. Even if it means doing something that’s not in your job description. It’s the extra mile that separates the average person from the superstar like a superstar.

17. CREATE WIN-WIN SOLUTIONS. It’s a win-win world. Learn to think from others’ perspective. Discover what they need and find a way to help them meet those needs while also fulfilling your own. Win-win solutions are always more effective and longer lasting than win-lose solutions.

18. SHARE INFORMATION. With appropriate respect for confidentiality, share information freely. Learn to ask yourself, “Who else needs to know this information?”

19. CELEBRATE SUCCESS. Catch people doing things right and be more effective at catching them doing things wrong. Regularly extend meaningful acknowledgment and appreciation in all directions throughout your company.

20. FOLLOW-UP EVERYTHING. Record a follow-up date for every action and take responsibility to see that it gets completed. We get paid to complete things, not simply to put them in motion.

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23. ALWAYS ASK WHY. Don’t accept anything at face value. If it doesn’t make sense to you, be curious or question what you don’t understand. Healthy, vigorous debate creates better solutions. There’s no better question than “why?” Never stop asking it. Work the details right.

24. ASSUME POSITIVE INTENT. View every interaction from the assumption that people are good, fair, and honest, and that the intent behind their actions are positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.

25. KEEP THINGS FUN. Remember that the world has bigger problems than the daily challenges we face. Keep an eye on the bigger picture. Keep a sense of humor about the process. Humor always helps.

26. EMBRACE RELEVANCE. Make every aspect of your job relevant to the larger mission. Pick your battles, and take the time to keep your clients satisfied with the status quo. Because you’ve already done it that way is not a reason. Keep getting better.

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28. PAY ATTENTION TO THE DETAILS. From the spelling of a client’s name to the specific language of their Fundamentals and from the wording on a sunny to the colors on a logo... details matter. Be a fanatic about accuracy and precision. Double-check your work. Get the details right.

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21. **DELIVER RESULTS.** While effort is appreciated, we reward and celebrate *results*. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.
8-STEP FRAMEWORK

RITUALIZE
the practice of your Fundamentals

2
rituals [rich-oo-uhls] practices that become ingrained as automatic behaviors over time.
Rituals
Rituals help make things last
Rituals help make things last
Example of weekly rituals
Example of weekly rituals

Meeting Agenda

1. Fundamental of the Week
2. Sales forecast
3. Financial projections
4. Expansion planning
5. Product development
Example of weekly rituals

1. A weekly message
2. A weekly lesson
3. Weekly feedback
4. Weekly reporting
Your culture.
In the palm of your hand.
Internalization

Requires

Repetition

Requires

Rituals

Behavior change
Good companies have good cultures by chance.

World-class companies have world-class cultures by design.
“Good is the enemy of great”
Additional resources

Good companies have good cultures by chance. World-class companies have world-class cultures by design.

CULTURE Matters™

The Digital Magazine of High Performing Culture