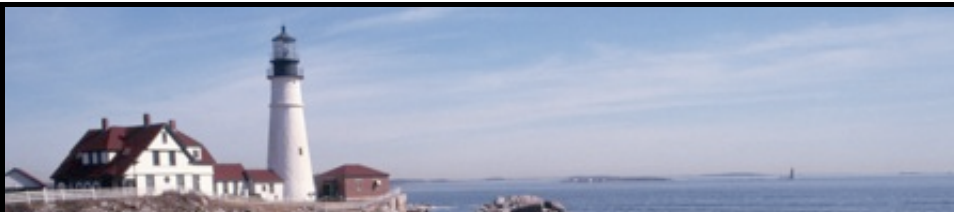




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**Guest,**

**Welcome to:**

## **How Is Your Culture Eating Your Strategy?**

Presented by  
Lighthouse Consulting Services, LLC

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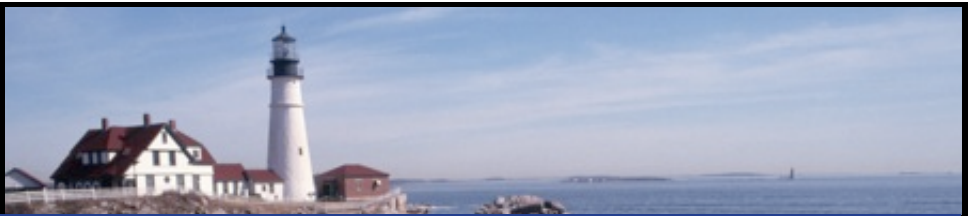
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## Defining culture: How We Do Things Around Here

- The CEO/Owner's behavior drives culture over time
- Is the culture right to drive the business?
- If not the first step is changing the CEO's behavior
- Is he or she willing or capable of change?



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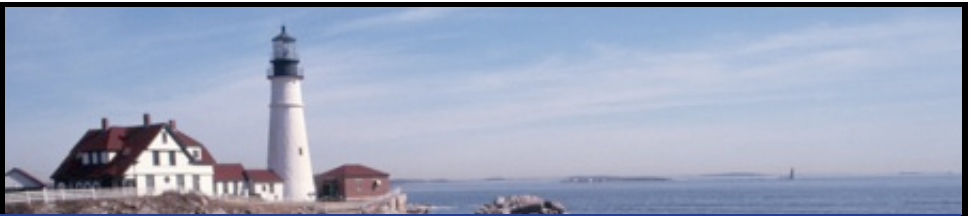
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## How can an organization find out what the true culture is?

- Survey ideal vs actual
- Talk to people to find out how they solve problems
- Compare with desired cultural values
- See what gets people fired and promoted
- Ask your customers



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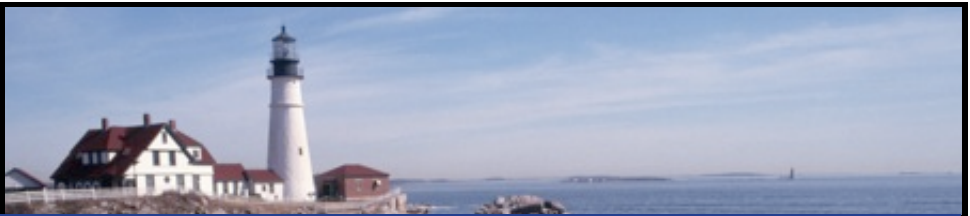
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## What drives change in the culture?

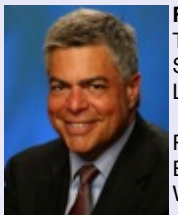
- First, the CEO's and Executive Team's behavior has to match desired cultural values
- Define each value with desired behaviors
- Include performance against values and behaviors as part of people's evaluation
- Hire, coach & fire to fit desired culture
- Success stories



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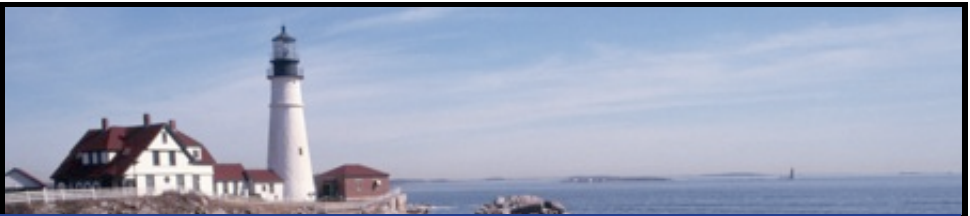
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## What has not worked?

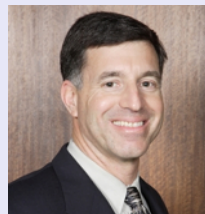
- Doing nothing does not work
- Writing a statement and not living the values does not work
- Adopting some ideal from a book or social organization
- Expecting people to read and follow does not work
- Hiring with no idea about the person's cultural values



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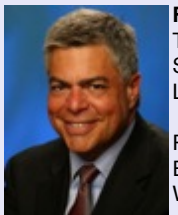
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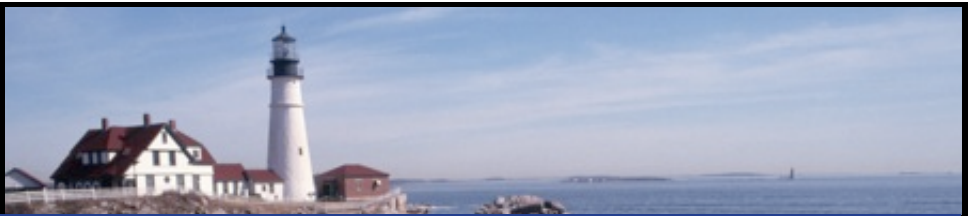
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## What works?

- Defining each value as behaviors
- Leadership role modeling
- Being sure the cultural values will drive business outcomes
- Showing people how the cultural values will work to drive business outcomes
- Hiring to fit
- Telling success stories around cultural values
- Is cultural fit is very important to hiring and retention: find a way to know people's drivers before you hire



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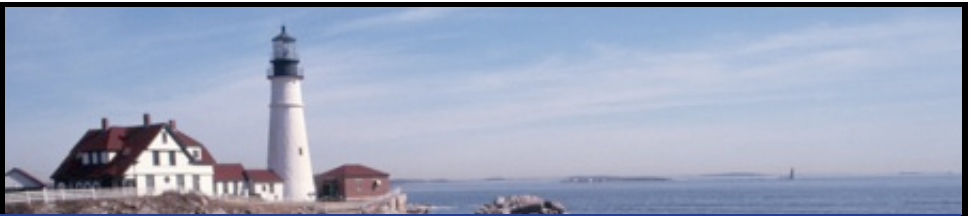
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## How do you know if it is time to take action and where to begin?

- When business performance drops, culture is at it's root
- When it is obvious that everyone is on their own page
- When your corporate culture does not match with your customers
- When there is a high lack of alignment around every decision you make
- When people leave because they cannot take it anymore  6



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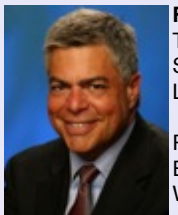
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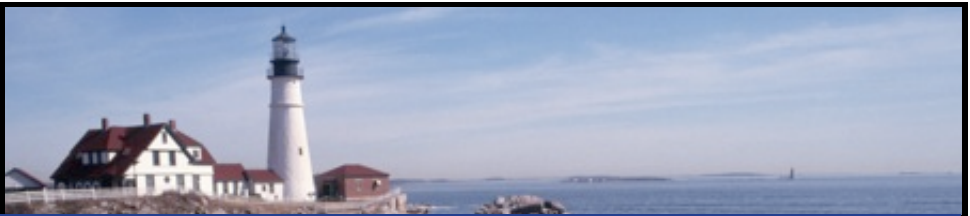
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## How do you measure the ROI that comes along with change?

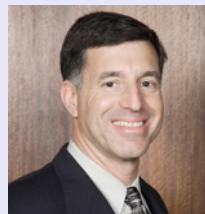
- Sales will grow
- Profits will grow
- Innovation goes way up
- Your people work twice as hard because they feel like they belong
- People in the industry will be talking about your company
- You win Best Place to Work awards
- Retention goes way up and people are waiting in line to work for your company



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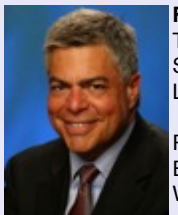
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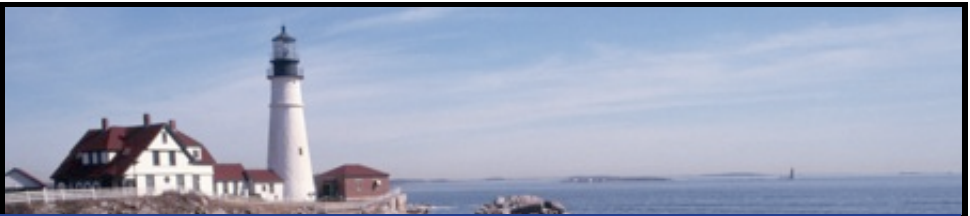
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## Next steps?

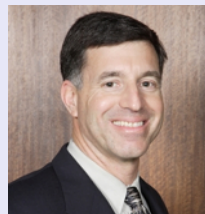
- Call in experts, this is not easy
- Examine your own behaviors and compare with the ideal
- Test everyone to see what the existing alignment is



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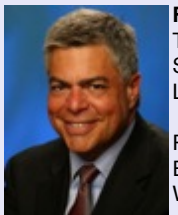
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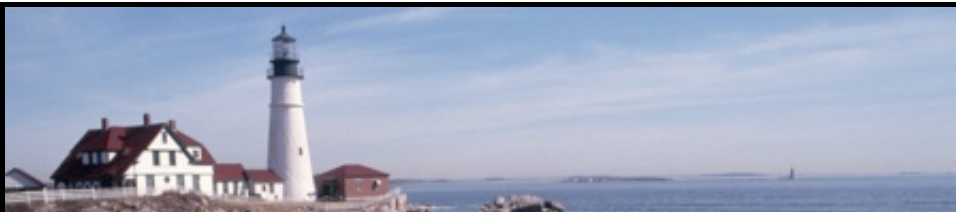
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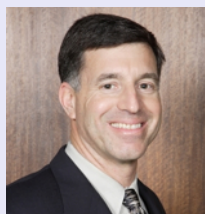
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