

Building a Great Culture

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We provide our products and services with a dedication to the highest degree of integrity and quality of customer satisfaction, developing long-term professional relationships with employees that develop pride, creating a stable working environment and company spirit."

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Use your customer's language

Dunder Mifflin

“Be the best in the eyes of our customers, employees and shareholders.”

or

“Profitable growth through superior customer service, innovation, quality and commitment.”



Agenda

- ▣ Starting with Why?
- ▣ Values
- ▣ Vision
- ▣ Mission
- ▣ Personal Mission
- ▣ Resources

Starting with Why (2009)



Starting with Why

- Why - purpose, cause, believe (profit is an outcome)
- How - differentiated value proposition
- What – what you do
- Apple – people don't buy what you do, they buy why you do it...
 - We make great computers, want to buy one? Vs.
 - Everything we do, we believe in challenging the status quo, by thinking differently

People Buy Why You Do It

- ▣ What – working for a paycheck, get rich, etc.
- ▣ Why – with heart and soul
- ▣ Crossing the Chasm
 - ▣ 2.5% - Innovators
 - ▣ 13.5% Early Adopters
- ▣ What you do is proof of the why. Heart first, head follows (justifies)

Emotion is part of the Why

- ▣ How does it make you feel
- ▣ How do I justify it with my head

What's the format?

- Customer first, using your customer's language
- Vision and Mission statements evolve over time
- Many companies look for a one liner, but they can be a paragraph or two
- Broad for growth, narrow for sharing
- Concrete words – no buzzwords, "platform", "solution"

Values

Communication. Respect.
Integrity. Excellence.

[HBS Article](#)

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Integrity. Excellence.

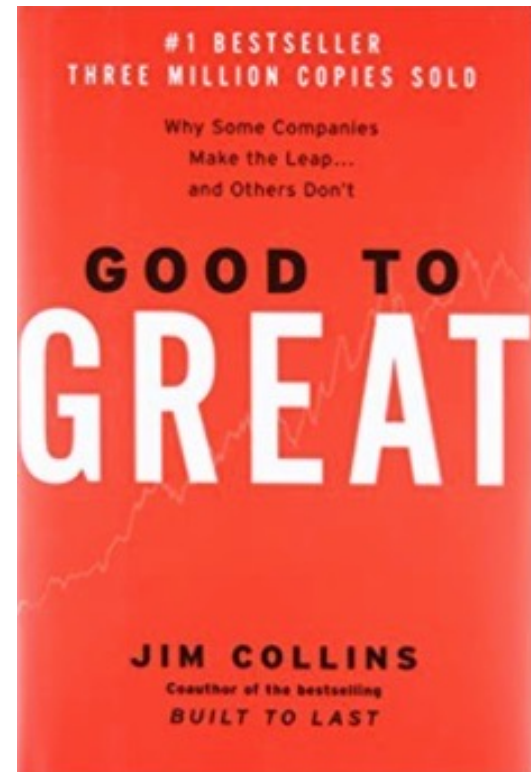
Enron

Values

- ▣ Values are an input to Vision and Mission
- ▣ Values and beliefs are more immovable – they are heart first.
- ▣ Values show up in hard decisions
 - ▣ Terminating someone that doesn't align with company values
- ▣ Values – What you do. Guiding principals. Code of Ethics
- ▣ Values examples:
 - ▣ Have fun, customer first, do the right thing

Values, cont.

- ▣ Values are not aspirational!
They will dilute and confuse the team.
- ▣ Good to Great notes
 - ▣ Level 5 leaders
 - ▣ Good is the enemy of great
 - ▣ First who... then what
 - ▣ With a culture of discipline, hierarchy is irrelevant (empower people to act!)



Values Examples

- Amazon defines a list of [14 leadership principles](#) that influence decision making:
 - Customer Obsession
 - Ownership
 - Invent and Simplify
 - Are Right, A Lot
 - Learn and Be Curious
 - Hire and Develop the Best
 - Insist on the Highest Standards
 - Think Big
 - Bias for Action
 - Frugality
 - Earn Trust
 - Dive Deep
 - Have Backbone; Disagree and Commit
 - Deliver Results
- Google has a list of 10 company values called "[Ten things we know to be true](#)":
 - Focus on the user and all else will follow.
 - It's best to do one thing really, really well.
 - Fast is better than slow.
 - Democracy on the web works.
 - You don't need to be at your desk to need an answer.
 - You can make money without doing evil.
 - There's always more information out there.
 - The need for information crosses all borders.
 - You can be serious without a suit.
 - Great just isn't good enough.

What are your values?

- ▣ Speak with your co-founder(s)
 - ▣ What did they love?
 - ▣ What did they hate about previous environment?
 - ▣ What are the things they would quit before doing?
- ▣ Look outside for inspiration – but be genuine to who you are!
- ▣ Write them up!
- ▣ Prioritize

To create the most compelling car company of the 21st century by driving the world's transition to electric vehicles – Telsa

Tesla Vision Statement

Vision

- ▣ Vision – What your company aspires to be, 3-5 years (or more) out.
- ▣ Why?
- ▣ Optimal desire for your future state
- ▣ Big and worth pursuing!
- ▣ Should help your team align their activities & goals

Your Vision Statement is a Filter
for every large decision.

Google

Vision: *“To provide access to the world’s information in one click.”*

Mission: *“To organize the world’s information and make it universally accessible and useful.”*

Vision then Mission

- ▣ Vision is your destination
- ▣ Vision statement is a filter to big decisions – alignment
- ▣ Vision should attract talent and create work culture
- ▣ Mission should complement the Vision statement

Workshop – Vision

Smartsheet Vision Statement Template

VISION STATEMENT WORKSHEET

ORGANIZATION NAME	ANSWERS
1. What do we want our organization to look like? Culture? Ethos? Mood?	
2. Where are we going?	
3. What can we realistically achieve?	
4. What words or phrases depict the type of organization and end-goals we want?	
5. Draw or insert a picture or clip art that represents a vision for the organization.	

[Download Vision Statement Worksheet Template](#)

[Word](#) | [PDF](#)

*To accelerate the world's
transition to sustainable energy –
Tesla*

Tesla Mission Statement

Mission

- ▣ What—What you do now/today.
- ▣ How—How the organization does what it does.
- ▣ Who—Key Market – Ideal Customer Profile, now and then future. Does where matter?
- ▣ Contribution to the Market, product or service.
- ▣ Unique selling proposition. Why they should buy from you, what makes you distinct?

Workshop – Mission

Smartsheet's Mission/Vision Template

MISSION STATEMENT WORKSHEET

Answer these questions to find details and structure for your mission statement.

PROCEDURES	ACTIVITY	ANSWERS
1. Ask questions	Identify what your organization does, what your organization creates, and who the products and services are geared towards.	
2. Discuss answers	Write down the ideas, words, and phrases that the answers in step one inspires.	
3. Edit ideas and keywords	Start to winnow the thoughts and keywords from your discussion.	
4. Draft mission statements	Begin drafting mission statements. Try creating several.	

5. Review	Share drafts with the team for their input.	
6. Publish your final effort	Incorporate feedback, copy edit the statement, and publish to the world.	

THE FINAL MISSION STATEMENT

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Personal Mission

A Note on Personal Mission

Your company Vision and Mission will be easier to do if it aligns around your personal mission

When you look back on your life, how will you know you made a difference?

How will it impact the world?

“To be the change agent for founders to find their full potential, create amazing outcomes, and change the world”

Dave Parker

Thank YOU!

Resources

Vision/Mission/Values

- ▣ [Start With Why](#): Simon Sinek, [video](#)
 - ▣ [Grit](#): the Power of Passion and Perseverance – Angela Duckworth
 - ▣ [Mindset](#): The New Psychology of Success – Carol Dweck
 - ▣ [Founders at Work](#): Livingston, Stories of early-stage startups
 - ▣ [Culture Code](#): Coyle, Secrets of highly successful groups
- ▣ [Dave's Startup Book List + Top 10 Classic Business Books](#)
 - ▣ [Radical Candor](#): Scot, How to Get What you Want By Saying What You Need
 - ▣ [Work Rules](#): Bock, Transform How You Live and Lead
 - ▣ [Good to Great](#): Collins
 - ▣ [Quiet](#): Cain, The Power of Introverts in a World That Can't Stop Talking – Susan Cain
 - ▣ [Measure What Matters](#): Doerr – outlines the basics of OKRs (objectives and key results)

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