

COMPANY CULTURE FOR BEGINNERS

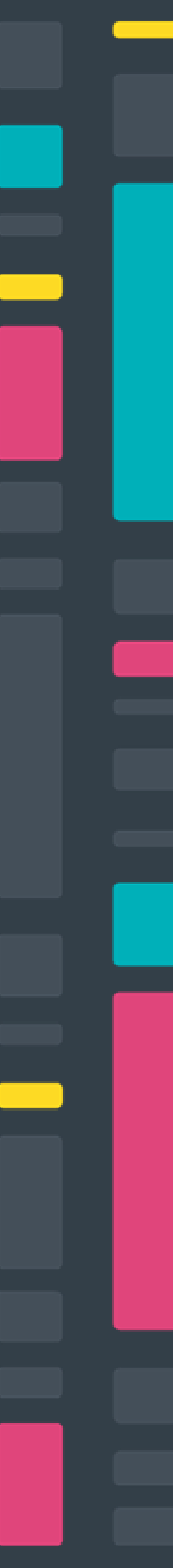


Transform your company culture
into
a sustainable competitive
advantage
and tangible business asset

Brett Putter
CEO, CultureGene
brett@culturegene.ai

SUCCESS TODAY

- What is company culture
- Why it's so important to get it right
- Examples of companies that drop the ball
- Where to start - vision, mission and core value statements
- Why core values are not enough – mistakes companies make
- Recruitment - explore values-based hiring
- Overview how to embed and reinforce your culture
- My gifts to you





ABOUT ME

- Founder & CEO – CultureGene: Leadership & Company Culture Development Platform
- London-based executive search firm – 16 years
- Author: Culture Decks Decoded & The Culture-Driven Leader, contributor to Forbes

FROM STARTUP TO **RAPID GROWTH** & GLOBAL SCALE

NETFLIX



HubSpot

stripe

 TransferWise



False advertising, January 2017

Uber was forced to pay \$20m to settle allegations that the company duped people into driving with false promises about earnings. The Federal Trade Commission claimed that most Uber drivers earned far less than the rates Uber published online in 18 major cities in the US.

Google lawsuit, February 2017

Waymo, the self-driving car company owned by Google's parent corporation Alphabet, filed a lawsuit against Uber, accusing the startup of "calculated theft" of its technology. The suit, which could be a fatal setback for Uber's

Board member's sexist joke, June 2017

David Bonderman resigned from Uber's board after he made a sexist joke during an all-staff meeting about reforming the company and combatting

Sexual harassment scandal, February 2017

Former Uber engineer Susan Fowler went public with allegations of sexual harassment and discrimination, prompting the company to hire former US attorney general Eric Holder to investigate her claims. The story sparked widespread debate about sexism and misconduct across Silicon Valley startups.



VALUES => BEHAVIOURS

Questioning a rape victim, June 2017

Reports revealed that a top Uber executive had obtained the medical records of a woman who was raped by an Uber driver, allegedly to cast doubt upon the victim's account. The executive, Eric Alexander, was fired after

CEO caught yelling at a driver, March 2017

Kalanick was caught on camera arguing with his own Uber driver, who complained about the difficulty making a living with the company's declining rates. The embattled CEO yelled at the driver: "Some people don't

Twenty employees fired, June 2017

Uber revealed that it had fired more than 20 employees following an investigation into the sexual harassment claims and workplace culture.

Deceiving law enforcement, March 2017

The New York Times reported that Uber for years used a tool called Greyball to systematically deceive law enforcement in cities where the company violated local laws. The company used Greyball to identify people believed

Spying on the rival, April 2017

News leaked of a secret program that Uber internally called "Hell" that allowed the company to spy on its rival Lyft to uncover drivers working for both companies and to help steer them away from the competitor.

Escorts in Seoul, March 2017

Tech news site the Information reported that a group of senior employees, including Kalanick, visited an escort and karaoke bar in Seoul in 2014, leading to an HR complaint from a female marketing manager. Patrons at the bar typically select women to sing karaoke with before taking them home.

WHAT IS COMPANY CULTURE?

Culture develops when decisions that are made prove to be successful and the thinking that went into those decisions becomes embedded into “**the way we do things around here**”.

Random combination of GOOD and BAD

- Behaviours
- Habits
- Principles
- Beliefs
- Assumptions
- Norms
- Values



VISION statement

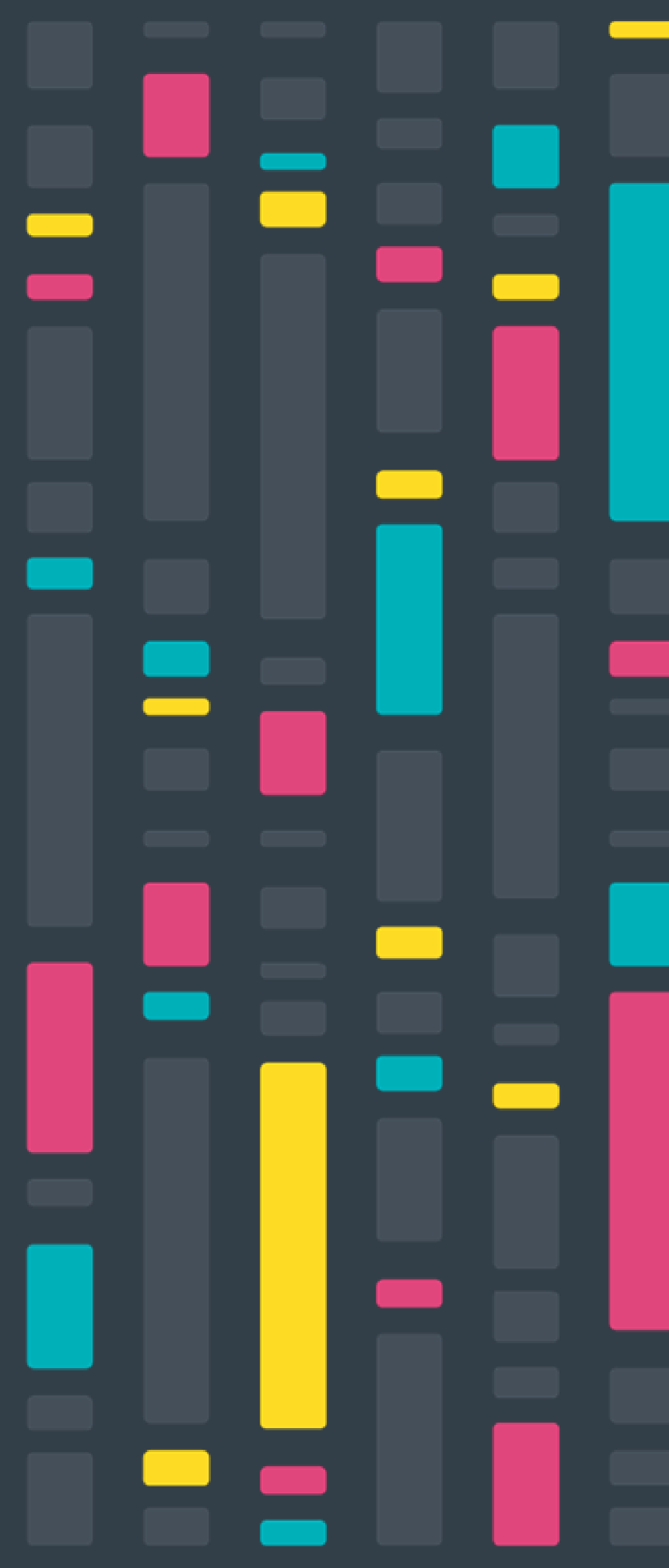
- Articulates the company's medium to long-term goals and aspirations.
- Make it compelling, meaningful and boldly ambitious, **capturing the essence of why the company exists** and how the company will change the world if anything were possible.

MISSION statement

- Describes the organisation's visible, tangible work in the world — **what the company does, who it does it for, and how this helps the client.**
- The way the company translates the big picture vision into everyday action.

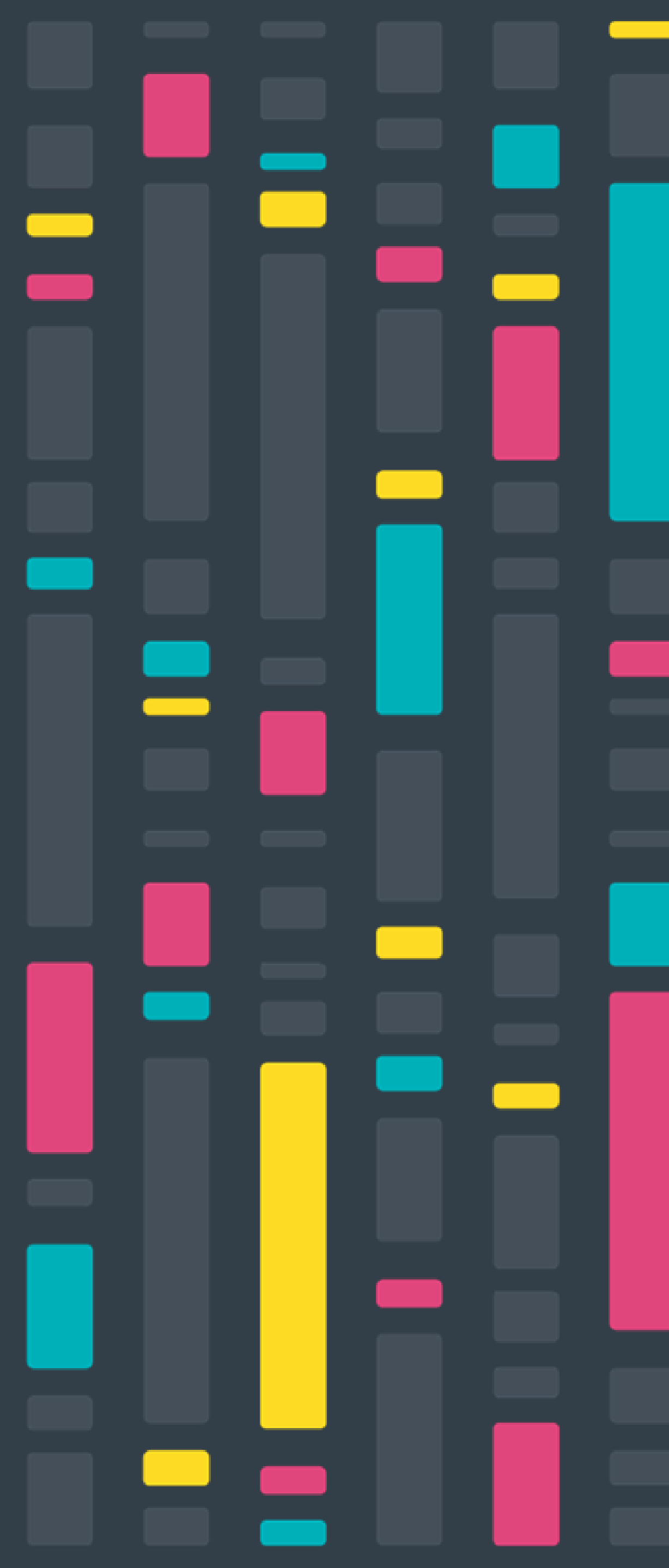
WHY **FOCUS** ON VALUES?

- Your values (founders/CEO) are the **FOUNDATIONS** of the culture of the company
 - Values **DRIVE** behaviours
- Well-defined values remain relatively **CONSTANT** over time



THE PROBLEM WITH VALUES IS

INTERPRETATION



DEFINE VALUES & ELIMINATE INTERPRETATION

At Netflix, we particularly value the following nine behaviors and skills in our colleagues...

...meaning we hire and promote people who demonstrate these nine

NETFLIX

9

1. Judgement
2. Productivity
3. Creativity
4. Intelligence
5. Honesty
6. Communication
7. Selflessness
8. Reliability
9. Passion

Selflessness

You seek what is best for Netflix, rather than best for yourself or your group

You are ego-less when searching for the best ideas

You make time to help colleagues

You share information openly and proactively

NETFLIX

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Honesty

NETFLIX

You are known for candor and directness

You are non-political when you disagree with others

You only say things about fellow employees you will say to their face

You are quick to admit mistakes



WHAT'S THE **IMPACT** OF THESE EXPECTED BEHAVIOURS?

...

- Team know what's expected of them
- Alignment of behaviour across the company
- Encourages self-management
- Encourages self-policing - hold one another accountable
- Evaluate whether the values are being lived or not
- Recognise when they are
- Reward when they are
- Train and develop for them
- Interview for them

FROM EXPECTED BEHAVIOURS TO **INTERVIEW** QUESTIONS

Values



Expected
Behaviours



Interview
Questions

Honesty

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Can you take me through a detailed example of when you gave a colleague feedback that didn't go well?

- How did you feel?
- Describe your thought process?
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- 5 x WHYs

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DATA DRIVEN INTERVIEW PROCESS

- Interview all candidates using the framework
- Ask each of the shortlist stage candidates the same questions
- Score each candidate's answers 1-7

Candidate	A	B	C	D	E
VALUE: Open	Score between 1 - 7				
What is your approach to sharing information with your team?	5	3	6	4	4
Can you give me a recent example of when a colleague recently gave your critical feedback?	5	5	7	4	5
How do you deal with mistakes or failure in your team?	5	5	5	4	3
TOTAL	15	13	18	12	12



PHASE 1 – DEFINE THE VALUES & EXPECTED BEHAVIOURS

PHASE 2 – EMBED INTO THE OS

PHASE 3 - REINFORCE



6 Embedding tools:

1. Reward & Recognise
2. Measure & Control
3. Invest or allocate resources
4. Educate & develop
5. Crisis situations
6. Hire, fire & promote

PHASE 2 – EMBED INTO THE OS

Business functions

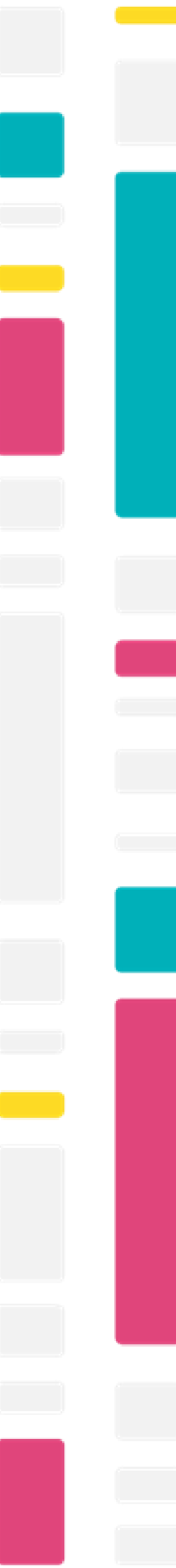
- Integrate the values and expected behaviours across all business functions – engineering, sales/business development, HR customer success, marketing, etc
- Review
 - What's measured and controlled
 - Rewards and recognition
 - Investment and allocation of funds
 - Learning & development
 - Crisis creation/situations
 - How the company hires, fires and promotes



PHASE 2 – EMBED INTO THE OS

Processes

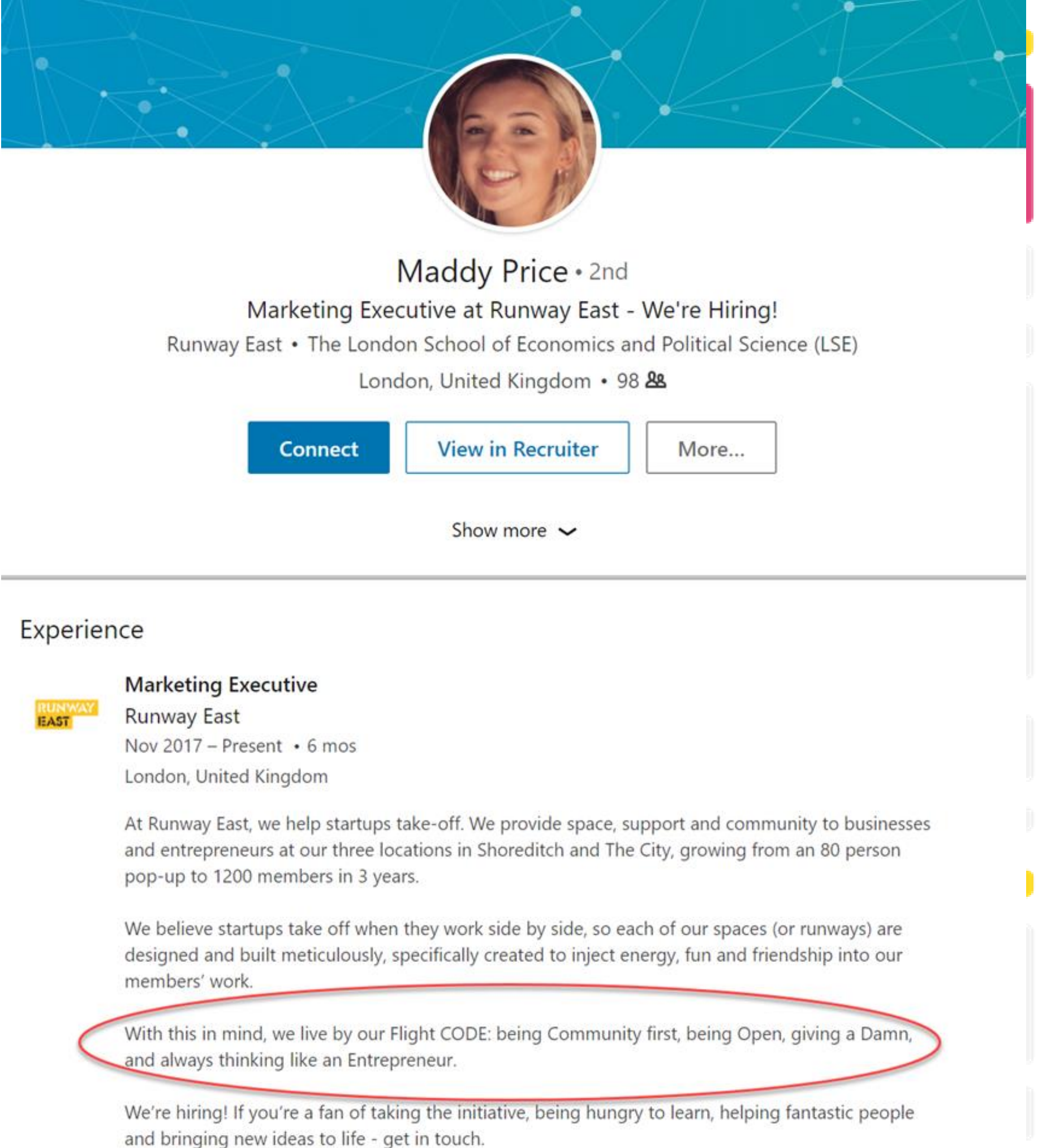
- Embed the values and expected behaviours into key internal business processes such as recruitment, onboarding, probation, feedback, performance reviews, L&D, meetings, communication etc. EG



Process example: Hiring

Ensure the company's values are clearly articulated in all the candidate touch points

- Website
- Other external sites
- Job Ad
- Job Description
- Interviews
- Contract
- Onboarding
- Probation
- Employee reviews



A screenshot of a LinkedIn profile for Maddy Price, a Marketing Executive at Runway East. The profile includes a circular profile picture of a woman with blonde hair. Below the picture, the name 'Maddy Price' is followed by '• 2nd' and 'Marketing Executive at Runway East - We're Hiring!'. The location is listed as 'Runway East • The London School of Economics and Political Science (LSE)' and 'London, United Kingdom • 98 28'. There are three buttons: 'Connect', 'View in Recruiter', and 'More...'. Below these is a 'Show more' link with a downward arrow. The 'Experience' section is visible, showing a job at 'Runway East' from 'Nov 2017 – Present • 6 mos' in 'London, United Kingdom'. The description of the role is: 'At Runway East, we help startups take-off. We provide space, support and community to businesses and entrepreneurs at our three locations in Shoreditch and The City, growing from an 80 person pop-up to 1200 members in 3 years. We believe startups take off when they work side by side, so each of our spaces (or runways) are designed and built meticulously, specifically created to inject energy, fun and friendship into our members' work. With this in mind, we live by our Flight CODE: being Community first, being Open, giving a Damn, and always thinking like an Entrepreneur. We're hiring! If you're a fan of taking the initiative, being hungry to learn, helping fantastic people and bringing new ideas to life - get in touch.' The text 'With this in mind, we live by our Flight CODE: being Community first, being Open, giving a Damn, and always thinking like an Entrepreneur.' is circled in red.

Maddy Price • 2nd
Marketing Executive at Runway East - We're Hiring!
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Connect View in Recruiter More...

Show more ▼

Experience

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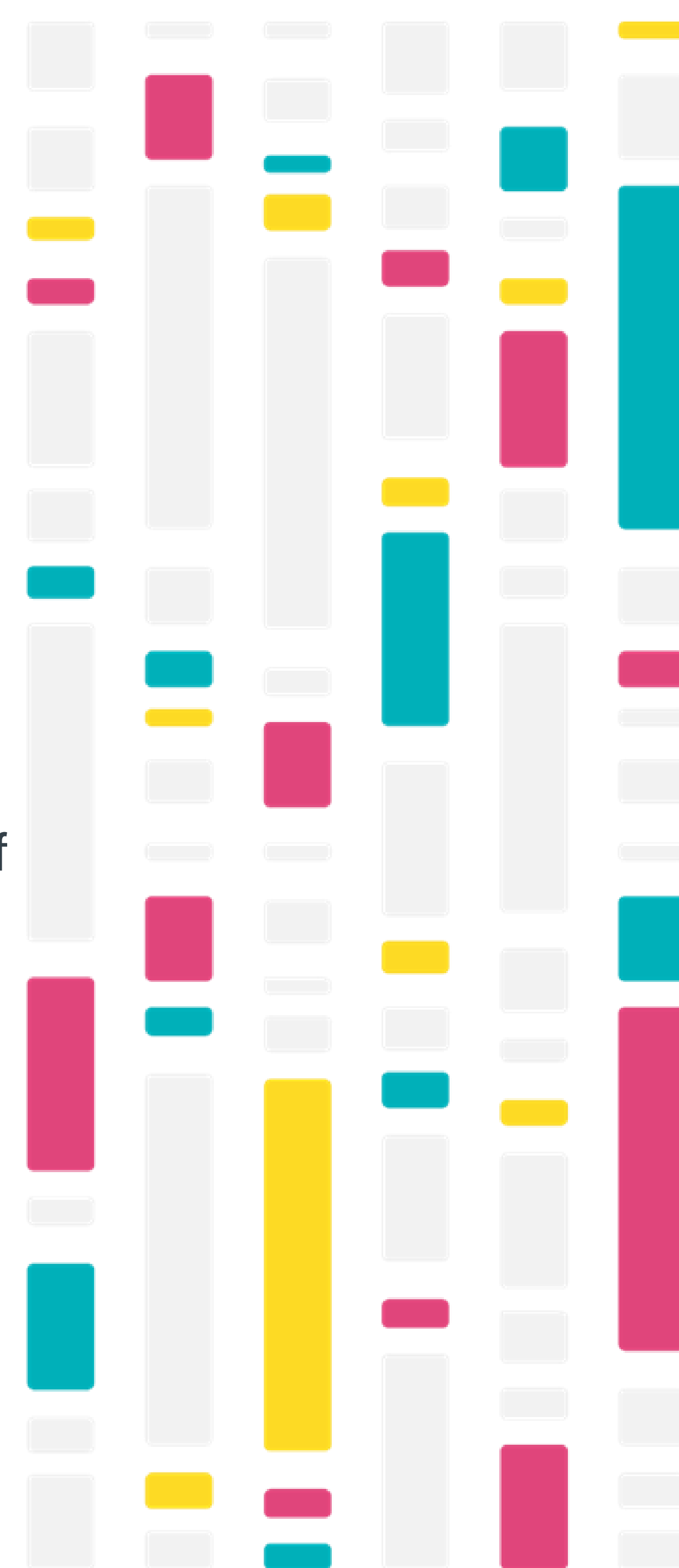
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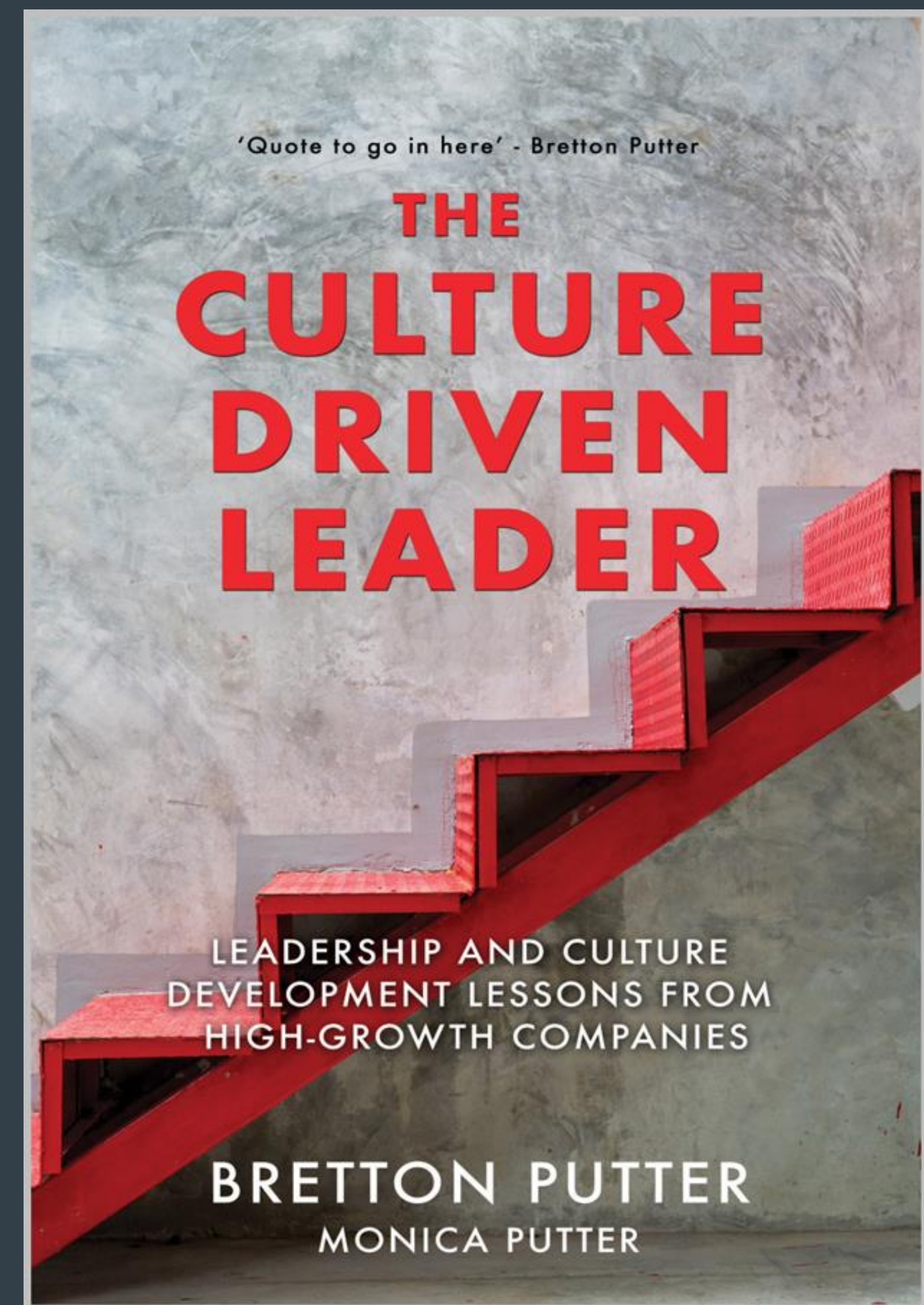
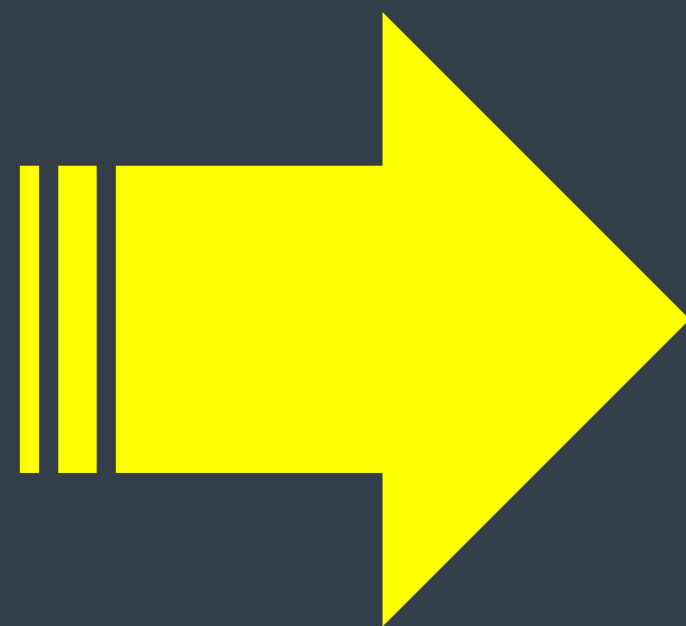
PHASE 3 – REINFORCE

- Create initiatives
 - Reward & recognition
 - Measurement & control
 - L&D
- Measure and respond to employee engagement
- Ongoing evaluation of the company culture, the suitability and the living of the values.
- Integrate values into PDPs, Feedback training and other initiatives
- Finalise and launch the culture deck



MY GIFTS TO YOU

FREE copy
of my
ebook



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FINALL
Y

*Culture can be developed into **a real, tangible asset** for your business*

*Your culture is the only **sustainable competitive advantage** that your CEO and leadership team have complete control over*



CultureGene

Thank you
Enjoy the HR Virtual Summit
2019

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NETFLIX



airbnb



Zappos
com



HubSpot



stripe



TransferWise



Spotify

WHY IS COMPANY CULTURE SO IMPORTANT?

(ESPECIALLY IN THE FORMATIVE STAGES)

Company #1

1. Judgement
2. Productivity
3. Creativity
4. Intelligence
5. Honesty
6. Communication
7. Selflessness
8. Reliability
9. Passion

Company #2

1. Innovation
2. Scale
3. Quality Obsession
4. Execution
5. Going toe to toe with colleagues
6. Fierceness
7. Super Pumpedness
- ...?



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The Netflix logo, featuring the word "NETFLIX" in white, bold, sans-serif capital letters on a red rectangular background.

Company #2

1. Innovation
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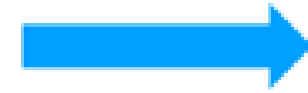
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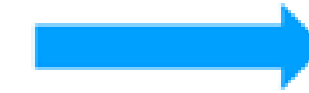
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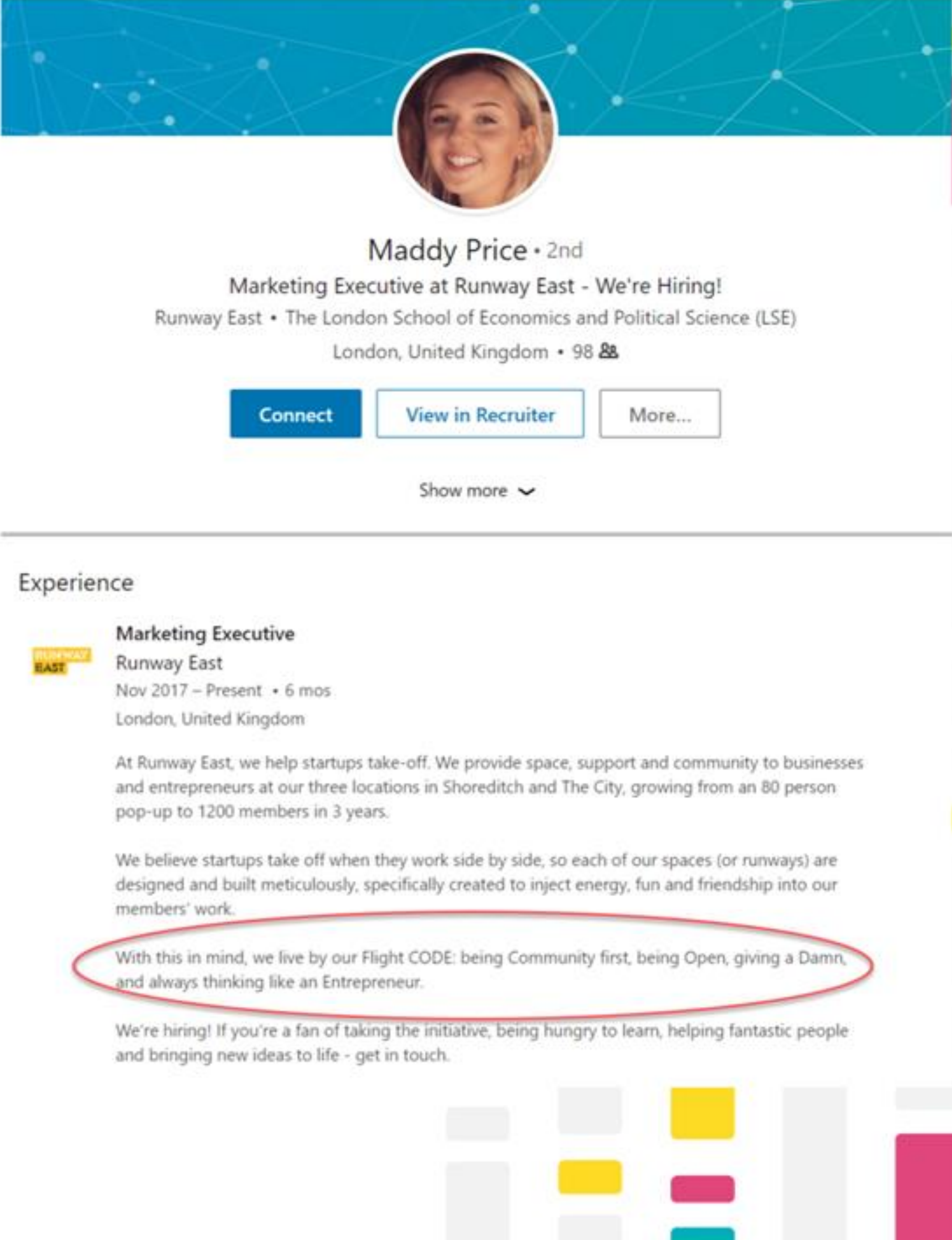
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[Connect](#) [View in Recruiter](#) [More...](#)

[Show more](#) ▼

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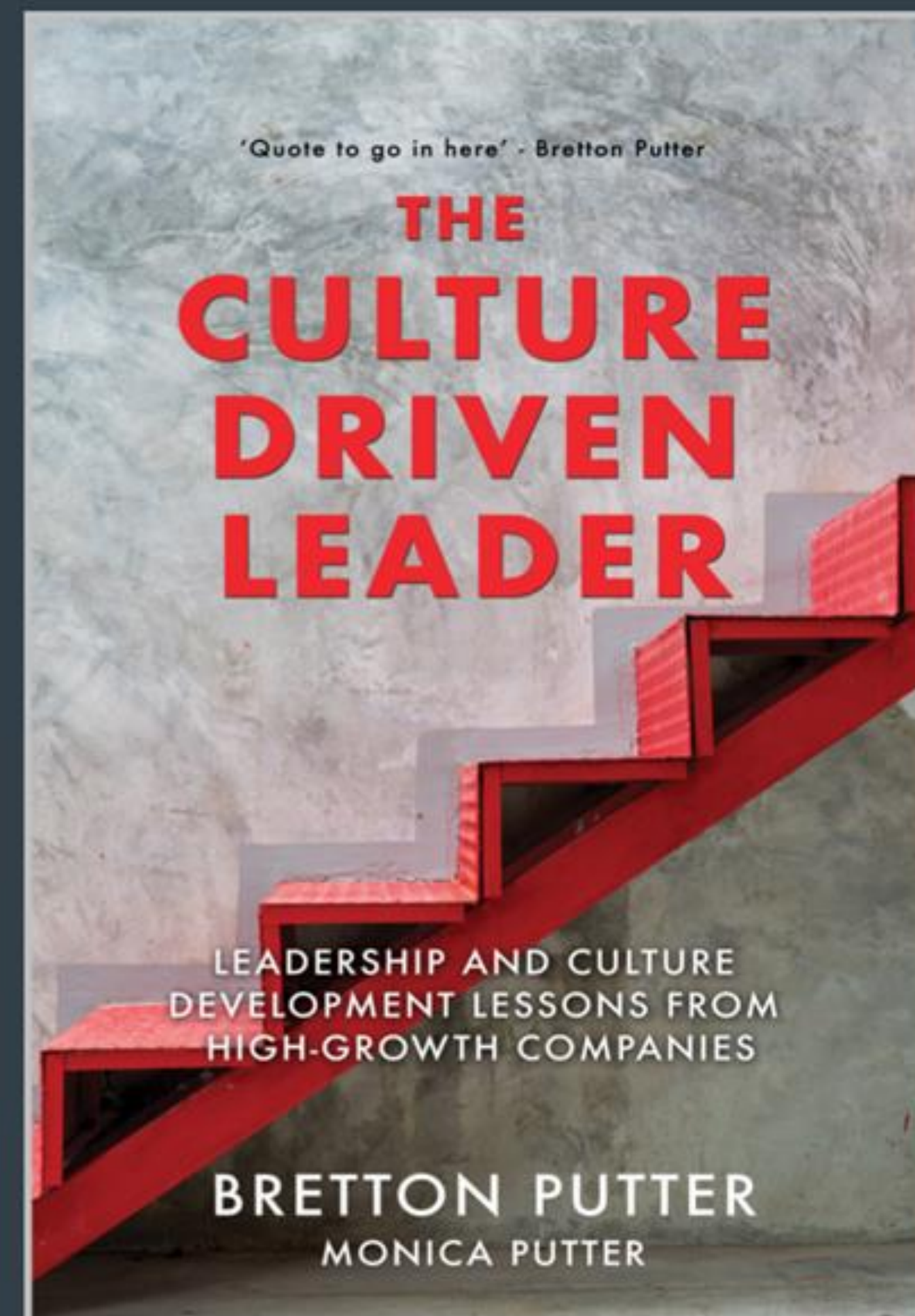
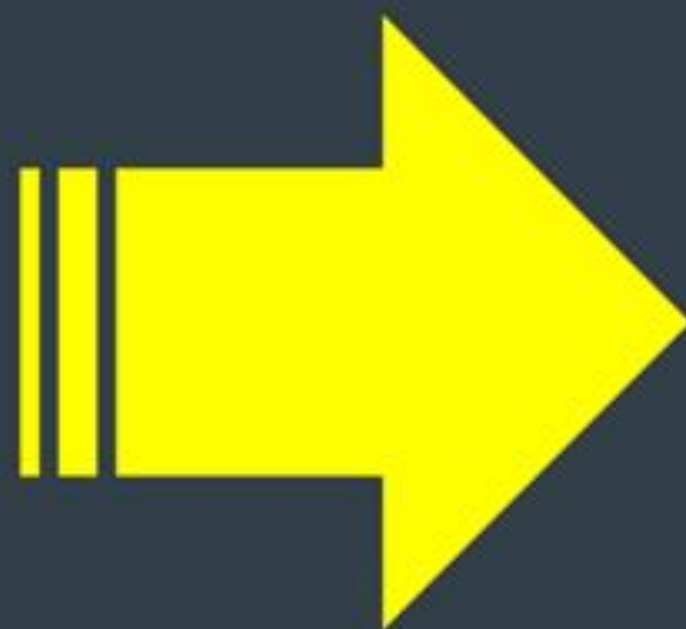
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