

How to drive culture. **Intentionally.**

HIGH PERFORMING
CULTURE 





1979, 1983, 1987, 1988, 1990, 1991, 1995,
2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2011, 2012, 2013, 2014

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2011 2012 2013 2014
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Moorestown HS Girls Lacrosse – 14 state championships in 15 years from 2000-2014





Paulsboro HS, NJ Wrestling – 25 consecutive state championships from 1983-2008



Eastern HS, NJ Field Hockey – 17 consecutive state championships
from 1999-2016

What makes these public 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

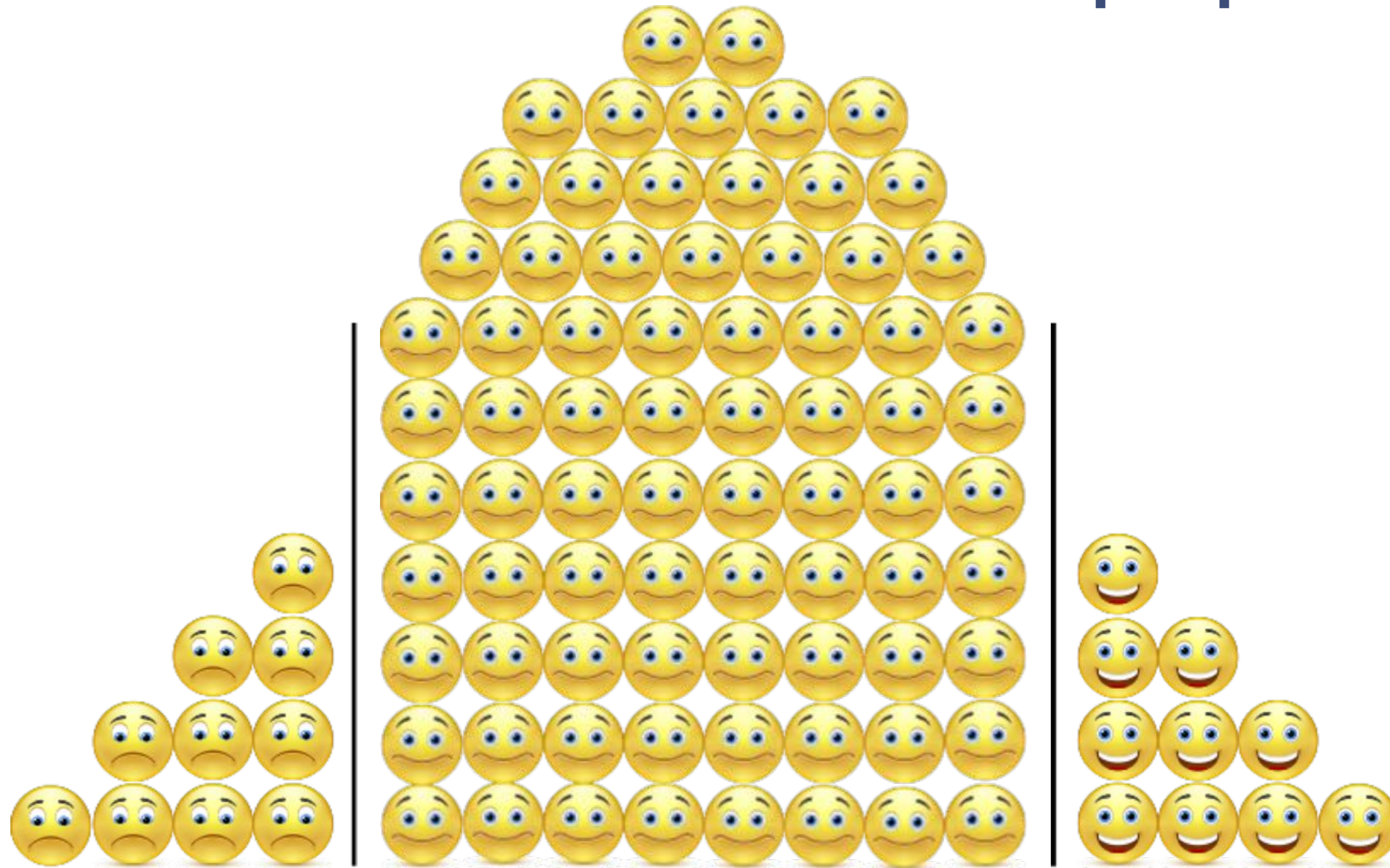


The culture in *any* organization has an **ENORMOUS** influence over how people do what they do.

CULTURE



Your people



Bad

Go with the flow

Good

We're all competing in a commoditized world

Your Company

Your Competition

Product A



Service B



Differentiation in a commoditized world

Your Company

Your Competition

People



Where does Culture come from?



The same thing is happening inside your company!



How important is Culture to the bottom line?

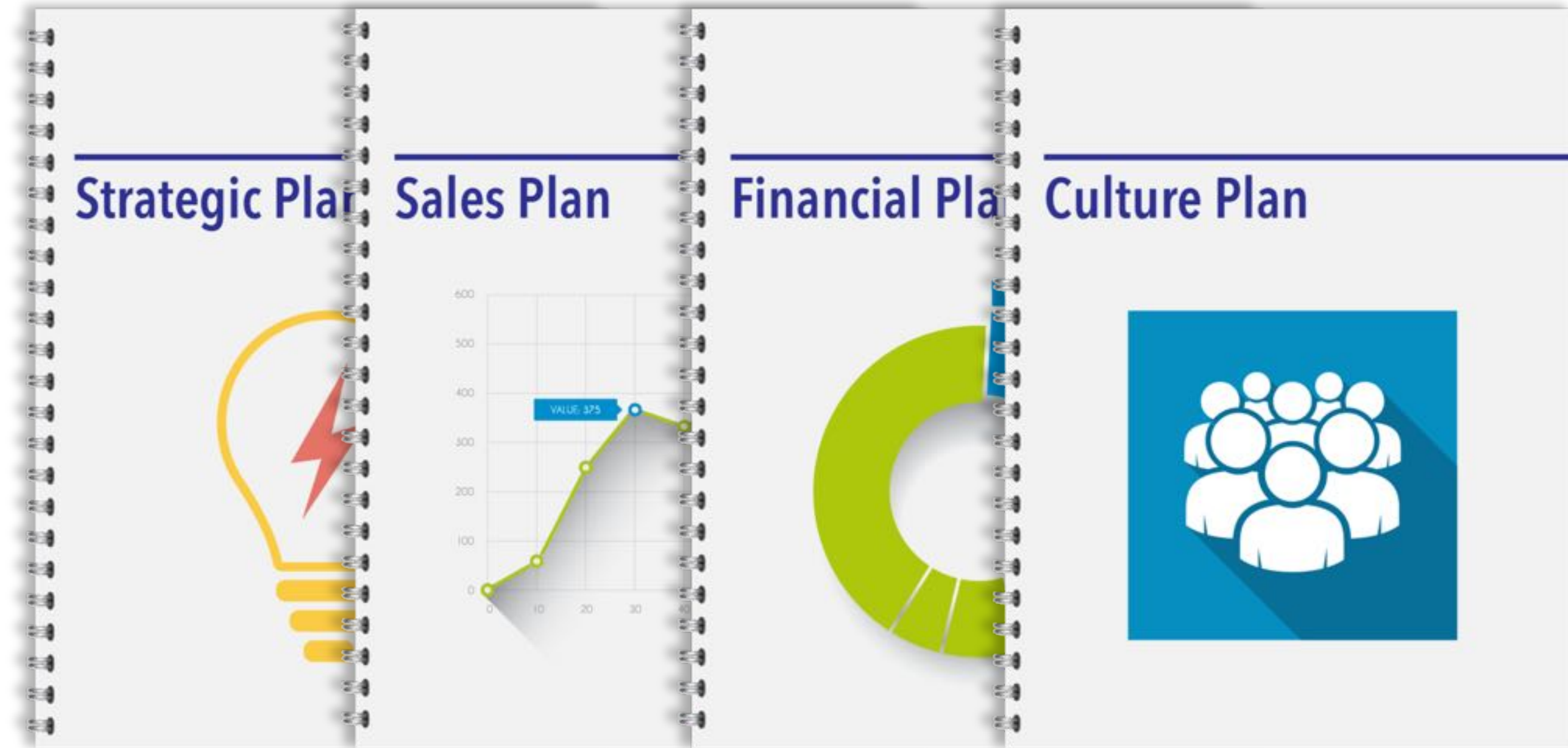


Average CEO response

4.8



Does your company have a ...



94%

96%

99%

< 10%



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Culture should be...

Intentional



Systematic







Values vs. Behaviors

VALUES

- Integrity
- Quality
- Respect
- Innovation

IDEAS

BEHAVIORS

- Honor commitments
- Practice blameless problem-solving
- Be a fanatic about response time
- Follow-up everything

ACTIONS



Behavior is easier to...

Give
Teach
Feedback

The “Way” card



The "Way" card

<p>16. GO THE EXTRA MILE. Be willing to do whatever it takes to accomplish the job... plus a little bit more. Take the next step to solve the problem. Even if it takes doing something that's not in your job description, it's the extra mile that separates the average person from the superstar. Be a superstar.</p> <p>17. CREATE WIN/WIN SOLUTIONS. It's a 2-way street. Learn to think from different perspectives. 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.</p> <p>18. SHARE INFORMATION. With appropriate respect for confidentiality, share information freely. Learn to ask yourself, "Who else needs to know this?" Information</p>	<p>is one of our greatest assets. Find it, share it, and use it.</p> <p>19. CELEBRATE SUCCESS. Catching people doing things right is more effective than catching them doing things wrong. Regularly extend meaningful acknowledgment and appreciation -- in all directions throughout our company.</p> <p>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.</p> <p>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.</p>	<p>22. BE OBSSIVE 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. Maintain a clean and orderly work area. Use an efficient task management system for prioritizing and tracking outstanding issues and responsibilities.</p> <p>23. LOOK AHEAD AND ANTICIPATE. Solve problems before they happen by anticipating future needs and addressing them in advance. Preventing issues is always more effective than fixing them.</p> <p>24. BE PROCESS-ORIENTED. World-class organizations are built on a foundation of highly effective, repeatable processes. Look to create processes for every aspect of your work, and then turn those processes into habits to achieve consistent results.</p>	<p>25. ALWAYS ASK WHY. Don't accept anything at "face value" if it doesn't make sense to you. Be curious and question what you don't understand. Healthy, vigorous debate creates better solutions. There's no better question than "Why?" Never stop asking it.</p> <p>26. GET THE FACTS. Don't make assumptions. There's always more to the story than it first appears. Gather the facts before jumping to conclusions or making judgments. Be curious about what other information might give you a more complete picture.</p> <p>27. BE RELENTLESS ABOUT IMPROVEMENT. Regularly reevaluate every aspect of your job to find ways to improve. Don't be satisfied with the status quo. "Because we've always done it that way" is not a reason. Keep getting better.</p>	<p>28. PAY ATTENTION TO THE DETAILS. From the spelling of a client's name to the specific language of their fundamentals, from the wording on a survey to the colors on a logo... details matter. Be a fanatic about accuracy and precision. Double-check your work. Get the details right.</p> <p>29. ASSUME POSITIVE INTENT. Start from the assumption that people are good, fair, and honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.</p> <p>30. KEEP THINGS FUN. Remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Keep perspective. Don't take things personally or take yourself too seriously. Laugh every day.</p>	<p>We call it the "HPC WAY"</p> <p>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 an 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.</p> <p>HIGH PERFORMING CULTURE</p>
<p>www.paperboardcouncil.org</p>	<p>www.paperboardcouncil.org</p>	<p>www.paperboardcouncil.org</p>	<p>www.paperboardcouncil.org</p>	<p>www.paperboardcouncil.org</p>	<p>COUNCIL</p>



The “Way” card

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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.

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rituals [rich-oo-uhls] practices that become ingrained as automatic behaviors over time.

- # Rituals



Rituals help make things last



Rituals create a structured way to focus on 1 behavior each week

**Fundamental
of the
Week**

Examples of weekly rituals for Fundamentals



Examples of weekly rituals for Fundamentals



Examples of weekly rituals for Fundamentals



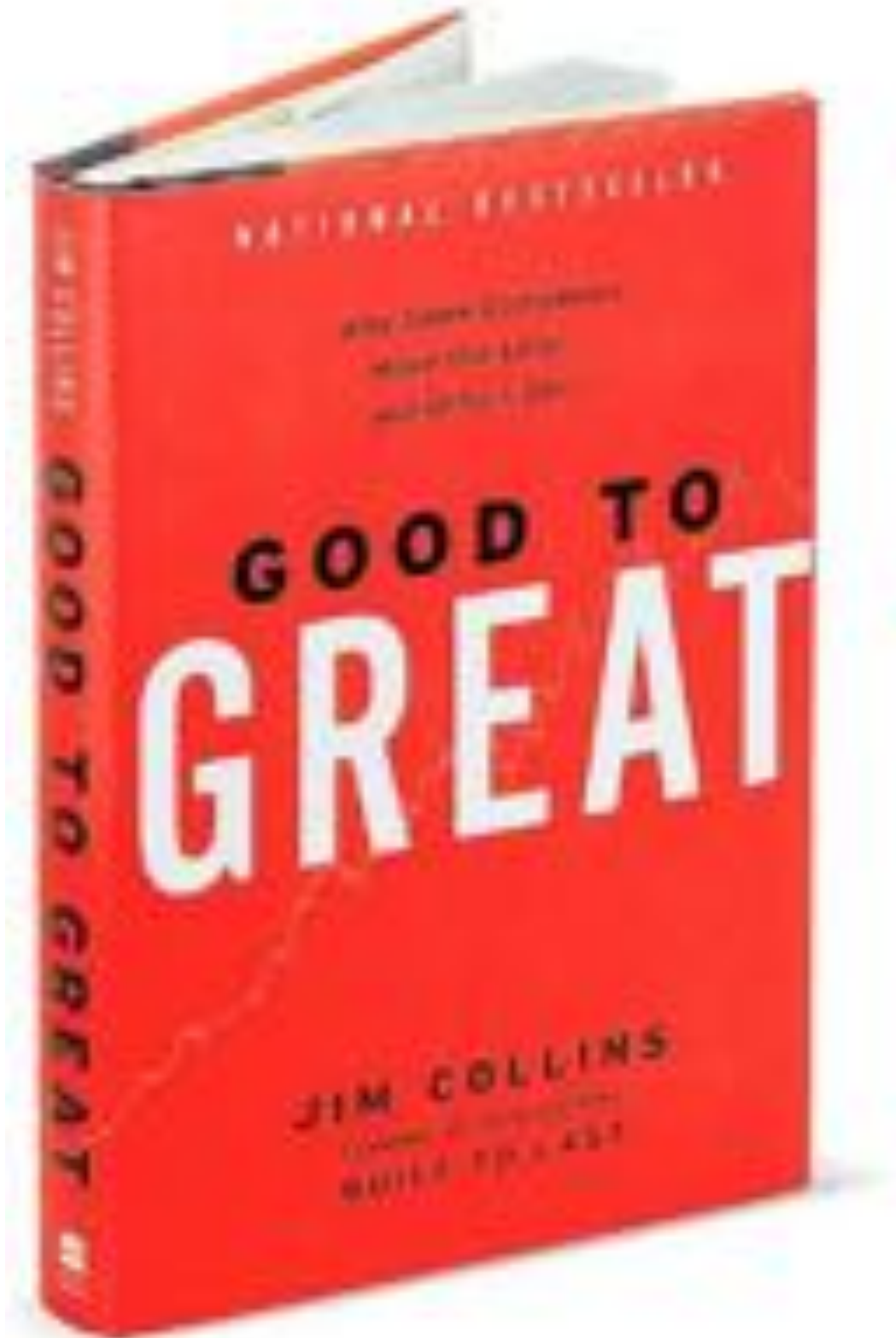
Behavior change



Good companies have
good cultures **by chance.**

World-class companies have
world-class cultures **by design.**





“Good is the enemy of great”



If you only remember two things from my presentation, they should be:

- Define your culture in terms of the behaviors you want to see.
- Creating rituals is the key to sustainability.



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When you get back to your office, the two things you should do are:

- Decide how great you want to be.
- Make a commitment to get more intentional and systematic about your culture.





HIGH PERFORMING
CULTURE 

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