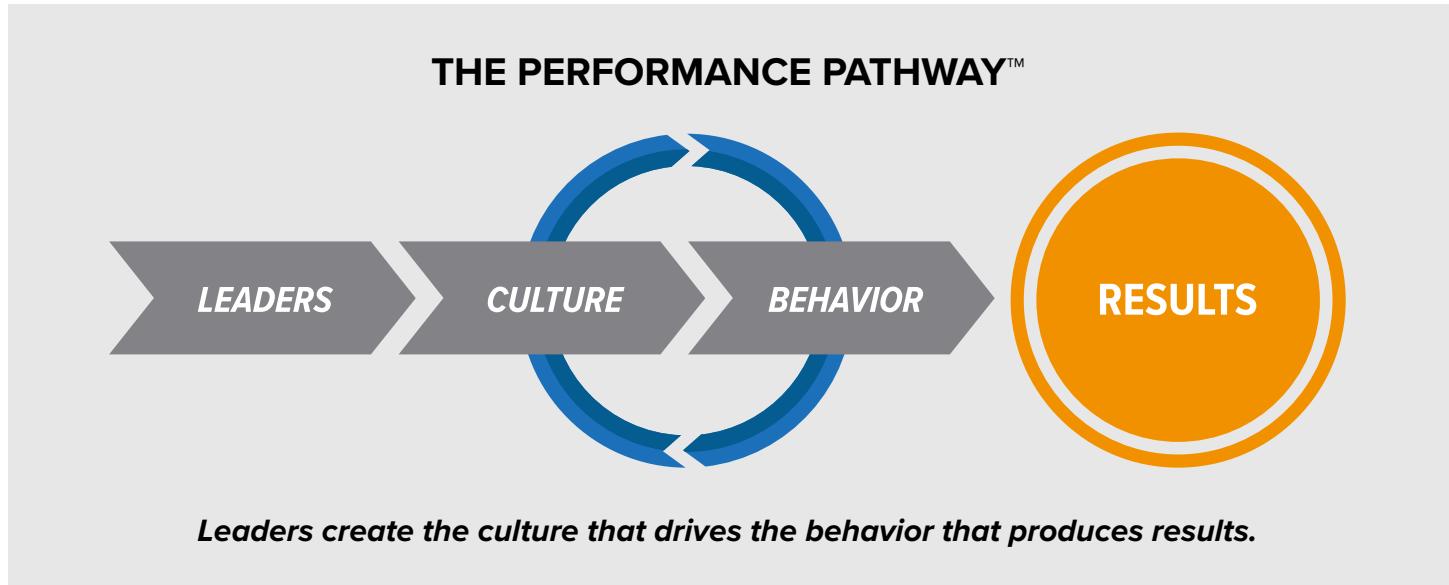


THE POWER OF CULTURE

Culture is the invisible architecture of the business. The power of culture resides in its ability to drive the behavior called for the strategy. Culture has a profound impact on the way people do their work. Given the right culture, there are few limits to what people can accomplish.



The success of the strategy depends on the strength of the culture. Strategy provides direction and plan of action. Culture determines an organization's level of engagement, energy, and execution. No matter how brilliant the business plan, nothing influences daily performance more powerfully than culture.

The challenge is to create a culture of high performance that makes the strategy come alive for everyone in the organization. A business competes on the basis of how people behave and winning behavior will not thrive in a culture that doesn't support it. The competitive advantage of high performance companies is the work environment — the culture — that they create.

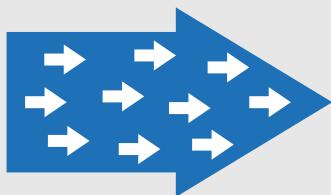
Execution happens at the intersection of culture and strategy.

WHAT IS CULTURE?

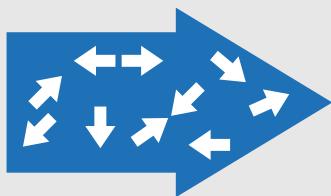
Culture is **what people believe, how they behave, and the outcomes they produce**. Standards align everyone in the business around a shared set of beliefs and behaviors that ultimately determine how well you execute in the marketplace.

WHY IS CULTURE IMPORTANT?

Culture creates alignment, which is a major precondition for success. When people in an organization commit to shared beliefs and standards of behavior, their effort and energy are focused in the same direction. Culture is what leads when no one is watching.



In a business with a strong culture, people are fully engaged and work together for success. They communicate and collaborate to solve problems. They innovate, pursue continuous improvement, and navigate change. They produce superior results.



In a business with a less-than-effective culture, people and teams pursue different and sometimes conflicting agendas. Engagement is low, teamwork breaks down, and problems don't get resolved. Achieving goals is a struggle.

WHO IS RESPONSIBLE FOR CULTURE?

Building and sustaining a great culture requires intentional effort from everyone. 20 Square Feet is a metaphor that expresses the reality that every person in the organization has a responsibility for building and sustaining the culture. The way each person behaves — the way each person manages their 20 Square Feet — is what determines your culture and thus your ability to execute and win.

YOUR ORGANIZATION

YOUR TEAM

YOUR 20 SQUARE FEET

When it comes to culture, everyone has an impact.

CULTURE BLUEPRINT

The Culture Blueprint is not just a poster that hangs on the wall. It's a living, breathing entity that permeates the entire organization. A statement of core beliefs is necessary to clarify the standards, but documents don't build culture — people do. A Culture Blueprint communicates your culture standards in a way that is clear, concise, and actionable using the following framework:



WHAT WE BELIEVE	HOW WE BEHAVE	OUTCOMES WE PRODUCE
CORE BELIEF #1	KEY BEHAVIOR #1	DESIRED OUTCOME #1
CORE BELIEF #2	KEY BEHAVIOR #2	DESIRED OUTCOME #2
CORE BELIEF #3	KEY BEHAVIOR #3	DESIRED OUTCOME #3

Building the culture requires communicating the standards relentlessly and coaching the standards consistently. You won't get a culture that you don't talk about. It's the result of the cumulative impact of many conversations. Develop a cadence of communication. Creativity and persistence are essential. People need to see how the culture helps them live up to the standards necessary for performance. Coaching provides you with invaluable opportunities to connect with people and help them understand how the cultural standards apply to the situations they experience every day.

*Culture isn't built by what you proclaim.
It's built by what you practice, promote, and permit.*