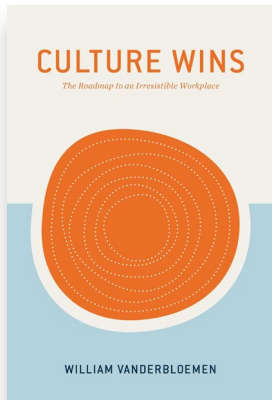


EXECUTIVE BOOK SUMMARIES

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ABOUT THE AUTHOR

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William Vanderbloemen is a speaker, author and founder of Vanderbloemen Search Group, an executive search firm serving faith-based organizations.

Culture Wins THE NUTSHELL

Avery 2018

Introduction: The Power of Culture

Team culture is usually an accident, but it doesn't have to be. Over the years, I've learned that there is a path to a winning culture, and it's a path that creates an irresistible workplace and a winning business. Culture trumps your business idea. Culture trumps your strategic plan. Culture even trumps the competency of your team. Culture wins.

Chapter 1: Why Culture Will Win in the Next Ten Years

Thinking about culture starts with figuring out *why* you're doing something. Before you can define your cultural values, you first have to define why the company exists. Your company's success in the coming decade begins with a great culture. You can't just tack it on to what you're doing right now. Culture starts with a healthy foundation upon which you build.

Chapter 2: Foundation for a Healthy Workplace

I learned you can't build a healthy culture on a shaky foundation, and you can't be complacent and expect your company's culture to remain healthy without regular maintenance and occasional intervention. A healthy culture is reflected in how people view the company, the work, and one another—and in how they treat one another.

Culture Wins

Chapter 3: Our Kind of Crazy

Our values were culled from the people who spend every day doing the work that made us successful and unique—and these values became part of our mission. Once you and your staff have established your culture, you have to document it somehow. You codify your culture by writing it. Once you've documented your values, you have to live them.

Chapter 4: Great Culture, Top to Bottom

The more the leader lives out the culture, the more employees will follow suit. If the leader embodies, pushes, and champions culture, participates with the employees, and is visible and accessible, the culture will thrive. The majority of your employees—if they've been involved in its development or have been hired with culture in mind—will enjoy being part of the family at your company, and they'll guard and protect the culture.

Chapter 5: Stop Culture Leaks

Most business leaders want their business to grow and grow fast, but the faster you grow and the more people you hire, the harder it will be to maintain your culture and values. As our group continues to grow, I've become hell-bent on maintaining our heavenly culture. In order to do that, we have to be willing to spend more money on culture. We have to put a larger percentage of our budget and time into it for it to work.

Chapter 6: Hire for Culture

Every time I've seen an employee who causes a culture problem at a company, I can usually draw a line straight back to a hiring problem. Cultural misfits don't just happen—the problems are usually present when you're interviewing people. One of the top mistakes in staffing is that people hire too quickly and fire too slowly.

Chapter 7: Onboard for Culture

More than ever, I believe that when a company focuses on infusing culture into the on-boarding process, the quicker and more effective the process will be. That means happier employees. It also means more cost-efficient employees. The goal for us is to make a new hire feel part of the family within one or two weeks.

Chapter 8: Culture Lifestyle

Our people have a sense of full immersion, instead of feeling and acting like they're here to do a job and go home. Real culture breeds a sense of friends and family, without isolation. We've learned that infusing fun into your workplace, even in just a small amount of time, can pay off.

Culture Wins

Chapter 9: The Culture Whip

At my company we decided to have one of our employees take on the role of cultural whip and devote 30 to 40 percent of her time to culture. The job is to “whip” everyone in line with our culture through events, reading, coordinated on-boarding, and a growing list of objectives. If you don’t make it someone’s job to drive the culture, it won’t happen.

Chapter 10: Tie Compensation to Culture

I encourage managers, leaders, and CEOs to be intentional about how and when they give performance reviews. I strongly suggest using those reviews as opportunities to help drive culture throughout employee’s lives. When you tie culture to the paycheck, people are going to pay attention. That’s when culture gets real.

Chapter 11: Cultural Endings

When you recognize someone on the team isn’t cutting it, the decision to fire that person can be quick. It’s important to give employees a chance to adjust and recover any portion of the culture they’re not living out. Theoretically, you’ve taken the time needed to hire them slowly so they can fit into the culture comfortably. If people don’t improve and you have to let them go, be clear about the reason, too. You are protecting the culture of the company.

Conclusion: The Future Belongs to the Cultured

My prediction is that building culture into companies is going to become more and more important in the coming years. Your culture has already happened, likely by accident. Whether you know it or not, it is winning at your workplace. Still, by reading this book, and learning from my company’s journey, you’re well on your way toward creating an intentional, winning culture and a workplace that’s irresistible.