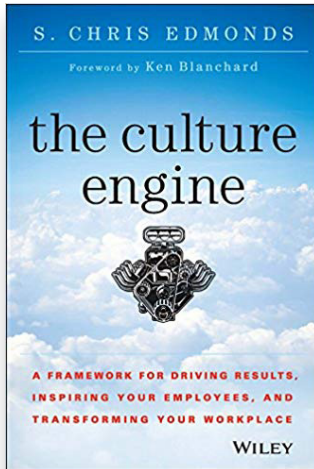


EXECUTIVE BOOK SUMMARIES

convenenow.com/executive-summaries



ABOUT THE AUTHOR

S. Chris Edmonds

S. Chris Edmonds is the founder and CEO of The Purposeful Culture Group and has also served as a senior consultant with the Ken Blanchard Companies.

The Culture Engine

THE NUTSHELL

John Wiley & Sons, Inc. 2014

Chapter 1: What Is an Organization Constitution and Why Do You Need One?

Helping your team or company's culture evolve into a validating, consistently high-performing and values-aligned work environment is a lot of work. Culture change or, if you prefer, culture refinement is not something to be taken casually. It must be seen as vital work that needs time, energy, and intention to help craft consistent workplace inspiration.

So, who must lead your team or company's culture shift? The player or players who are responsible for culture change are those who:

- Can create or modify the organization's incentives, policies, and procedures, and
- Have formal authority to guide the team, department, division, or company

In short, the leaders of your team or company are in charge of your team or company's culture.

If leaders want that culture to evolve, they must take action to clarify their desired culture (defining it in behavioral terms), model their

The Culture Engine

desired culture (living it in every interaction), and hold everyone on the team or in the company accountable for living it in every interaction.

The foundation of workplace inspiration, of high performance and values alignment, is an organizational constitution. An organizational constitution is a living, breathing document that outlines clear agreements on the team or company's purpose and the values and behaviors that all team leaders and members believe in and commit to.

An organizational constitution outlines your team's purpose, values, strategies, and goals. Holding all staff accountable for both performance and values ensures that your organization is populated by inspired, high-performing, values-aligned players. An organizational constitution creates common agreements based on shared purpose and values. These "rules of engagement" are formalized so every leader and employee know what values expectations are—and can model them, praise them, coach to them, and redirect misaligned behaviors.

Chapter 2: It Starts with You

The first step in developing an organizational constitution is creating a purpose statement. Let's define an organizational purpose statement as a succinct declaration that explains what your company does, for whom, and to what end. It explains why customers should care about what your company does and what it stands for.

Chapter 3: Clarify Your Organization's Purpose

The next step in creating your organizational constitution is to define the positive values and behaviors you want every leader and employee to demonstrate in every interaction with team members and customers. Values defined in behavioral terms are the most important element of your organizational constitution. The values and behaviors that you decide are required in your team or company will be examined, judged, engaged with, and (it is hoped) embraced for years to come.

Chapter 4: Define Values in Behavioral Terms

Leaders need to formalize three to five values with definitions and behaviors. Why three to five values? More than five are hard for us humans to remember and embrace! Don't complicate things by offering too much content; keep it simple and easy to remember. The format for values statements looks like this:

Value: The one- or two-word value title.

Definition: A two- or three-sentence description that clearly states what this value means in your workplace.

The Culture Engine

Behaviors: These are “I” statements that explain exactly how you expect leaders and employees to demonstrate this value in your workplace. You will list no more than four behaviors per value. Why no more than four? Simplify, simplify, simplify.

Your team or company’s valued behaviors must outline observable, tangible, measurable actions. Just as organizational leaders manage to performance standards, these behaviors become values standards that are lived and proactively managed by leaders and employees throughout the company or team.

Chapter 5: Outline Strategies and Goals for the Coming Fiscal Year

As you embark on the implementation of your organizational constitution, realize that you’ll be presenting a different way of thinking about the work the team does. You’ll be asking people to shift away from a “short-term, results now” mind-set to a “long-term, inspiring workplace that delivers great products and services” mind-set.

You’ll need to invest time and energy in educating leaders and team members why this long-term approach is a great thing for your team or department. You’ll need to bring people along, day by day, praising aligned plans, decisions, and actions and redirecting misaligned ones.

Chapter 6: Your Organizational Constitution Must Be LIVED

You will need to help leaders and team members understand that your organizational constitution doesn’t reduce the emphasis on performance standards; it clarifies them with aligned strategies and goals. You’ll help them understand that the organizational constitution adds a new dimension to what a good job looks like: great team citizenship and values alignment.

Creating, socializing, publishing, and aligning people and practices to your organizational constitution is a long-term proposition. It’s a project that basically never goes away. You’ll make terrific strides in the first 18 to 24 months. Plans, decisions, and actions will align to your organizational constitution. You’ll see growth in profits, engagement, and service.

There will always be opportunities to do better. You’ll bring in new players who will need coaching and redirecting. You might enter new markets and face a different client base or needed skill set or business pace. The old ways of doing business, which is the norm for many businesses today, will always be a temptation. You must be ever vigilant to keep your team or department on its unique path as defined by your organizational constitution.

My wish for you is that you engage in this process by implementing an organizational constitution in your sphere of influence. This world needs teams and companies that have safe, inspiring work environments that team members love. This proven path awaits you.