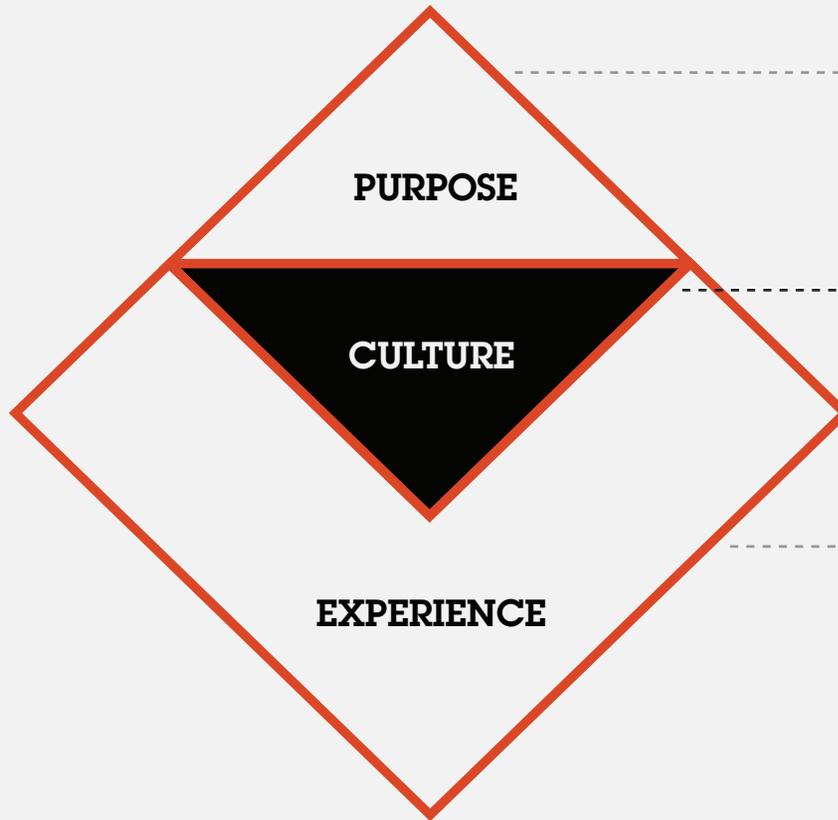


How to design a culture true to your unique purpose and values



Define who you are

It all starts with having a clear sense of what you're authentically about.

Design your culture

If you want to thrive in the market, start by nurturing the right behaviors in your culture.

Share it with the world

Once you're living your ideals in your culture, you can confidently share them with the world through brilliantly compelling products, communications, and experiences.

**The best way to be known for something is to actually be that.
Which means that having a great brand is about *being* a
great organization.**

Why use this tool

Culture is the most powerful tool leaders have to insure that an organization stays true to what it stands for. But over time, culture becomes misaligned with the organization's purpose and values.

And to make matters worse, the various cultural elements become misaligned with each other, leaving people to guess what really matters.

As this unfolds, people start to behave in ways that erode the distinctiveness of the organization and make it vulnerable to competitors that maintain fidelity to their ideals.

What you'll get out of it

This guide will help you design your culture so that it reinforces what makes you unique. You'll envision a culture that purely and powerfully reflects your purpose and values, plan to get there over a period of three years, and consider how to align the elements of your culture to create a unifying experience for your workforce.

This one tool will not solve all of your problems. Not even your culture problems. It also won't cure male-pattern baldness. But it will help you start to bring your culture back in line with the unique character of your organization.

Before you start

This tool is about designing your culture around your purpose and values. If you haven't yet defined your purpose and values, you've got to tackle that step first.

(You don't have to call it a "purpose", you can call it a mission or, if you're feeling frisky, you can call it your *raison d'être*. But whatever you call it, you need it.)

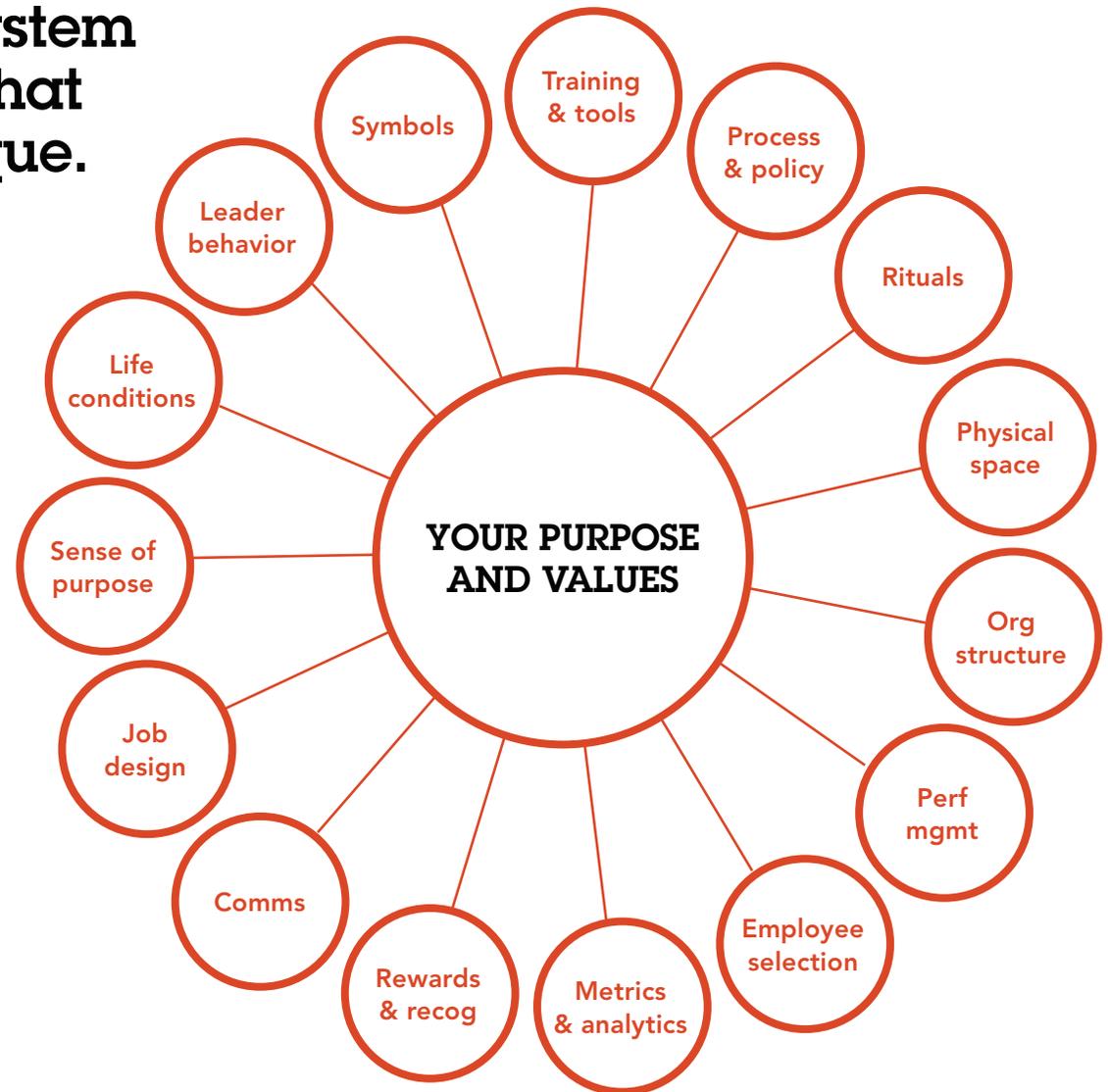
Once you've got that done, come back to this tool to think about how to design your culture to reinforce it.

If you want a thought partner, reach out.

I love thinking about these challenges and I'm always happy to help.

Adam
adam@rulenol.co

Great cultures work as a system to reinforce the behaviors that make an organization unique.



Turn the page for some tips.

1

Prioritize

Circle the elements of your organization's culture that are most in need of reinvention.

You might pick...

- _ The biggest pain points
- _ The ones where you can get the quickest wins
- _ Those that are the most connected to other aspects of your culture. (Where solving one would positively impact many others)

Symbols

Training & tools

Process & policy

Rituals

Physical space

Org structure

Perf mgmt

Employee selection

Metrics & analytics

Rewards & recog

Comms

Job design

Sense of purpose

Life conditions

Leader Behavior

Write your organization's purpose, values, or other core ideals that you'd want to design the culture around.

Don't go to the website or peek at the posters in the lobby :)

Let's see if you can do this by heart. If not, that might be a clue that they aren't memorable enough. (But that's for another tool...)

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Write the cultural element you're re-imagining.



You know the drill...

Write the cultural element you're re-imagining.



You know the drill...

3

Plan

Identify the moves you can make to get there in three years.

Write the cultural element you're re-imagining.

Describe the ultimate goal as concisely as possible.

What I'll do this year...

What I'll do next year...

What I'll do the year after...

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4

Align

Make sure it all comes together to create a cohesive experience.

First, write down all of the cultural elements you selected and your big idea for each (from step 2).

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Look at what you wrote.

Every element of your culture tells people a story about what you stand for. Are they all telling the same story?

If not, look for any that seem out of place and go back to step 2 to re-envision what they need to become.

Then, consider your action plan (step 3).

Since it will take a few years to align all of your cultural elements with your purpose and values, people will experience misalignment for a few more years. Your early moves could exacerbate this by sending unintentional signals.

Consider what you can do to minimize the unintended consequences.

Can you sequence your actions differently? How might you communicate these moves for maximum effect? Who are your allies and how can they help you make sure your intent is understood?

5

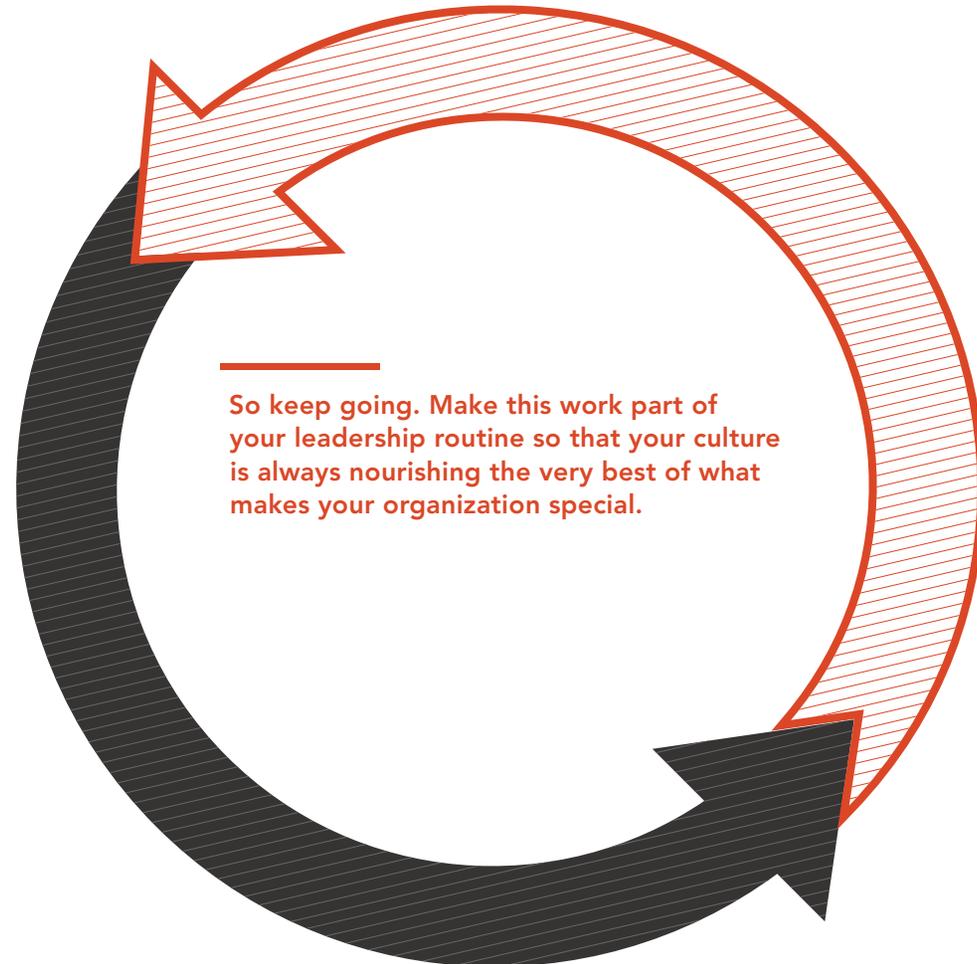
Rinse & repeat

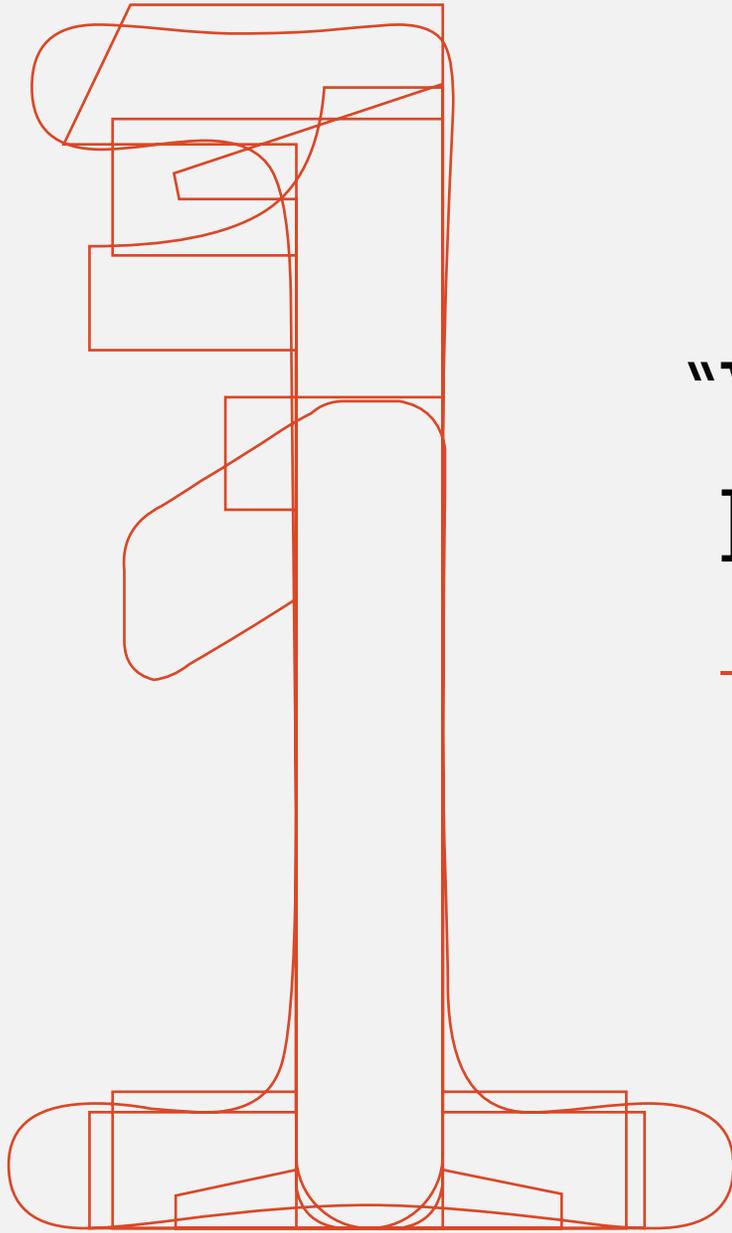
Constantly monitor and adjust to ensure the culture remains aligned to what you stand for.

The world is constantly changing.

- _ The competitive landscape may change and new behaviors might become important.
- _ Work itself may change.
- _ People may change what they expect and demand from their work.
- _ Not to mention the changes that you initiate.
- _ Over time you may refresh your purpose statement or values.
- _ You may make changes to your org structure.
- _ You may move to a new office...

Which means, just like your salespeople are never done selling and your R&D team is never done R&Ding, your job as culture designer is never done.





“Whatever you are,
be a good one.”

—Abraham Lincoln