



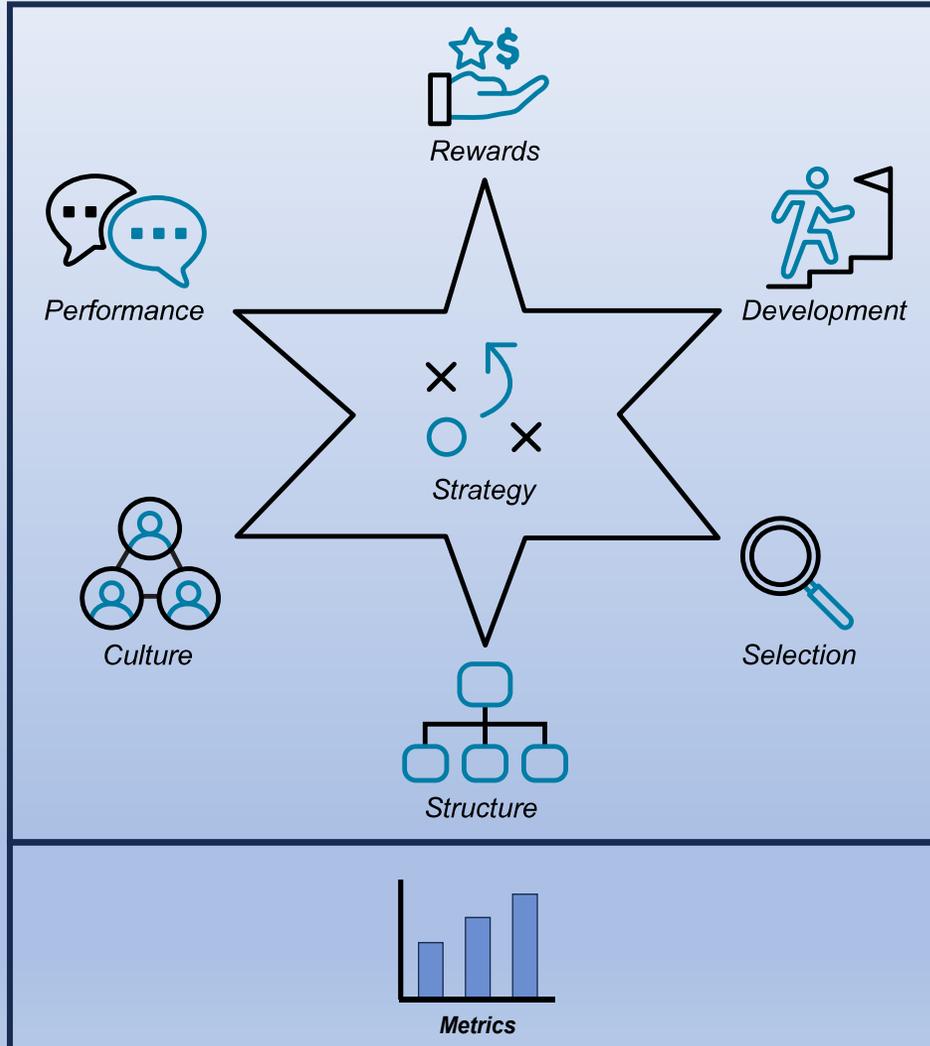
# ***Is Company Culture a Competitive Advantage?***

***March 25, 2024***

***Rick Park***

***Principal – Talent Alignment, LLC***





## Why We're Different

- Tailored Solutions
- Strategy-Centered
  - Learn & Laugh
- Scrutinized Research
  - Ease of Use



*Alan Mead*



*Tiffany Watson*



*Eric Paul*

# About Rick...

Industry	"Business Partner" Title	"Specialist" Title
Manufacturing		
Technology		
Non-Profit	<b>1.5 Year Consulting</b>	
Engineering		N/A
Consulting		

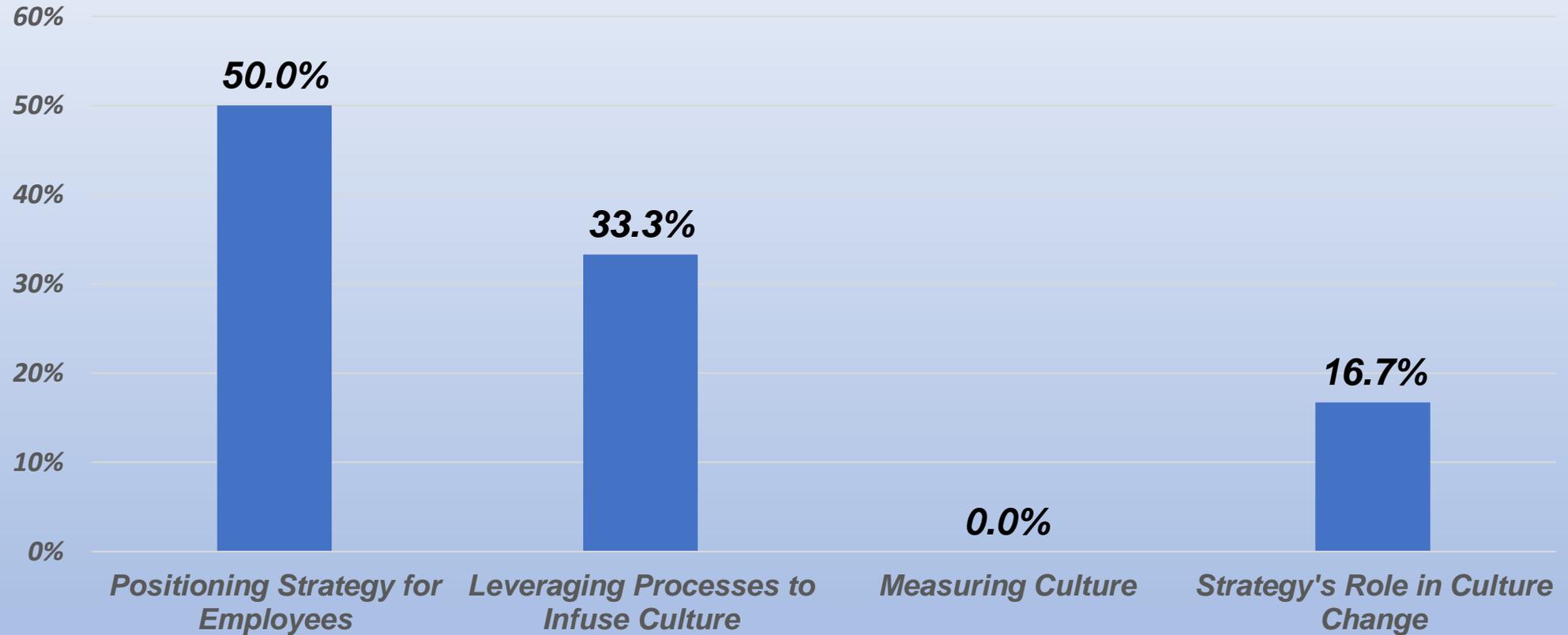


# *Objectives and Agenda*

- *What You Will Learn:*
  - *A Valuable Way to View “Culture”*
  - *Connection to Strategy*
  - *How to Change Culture*
  - *The Measurement Dilemma*
- *Today’s Agenda*
  - *Perspectives on Culture*
  - *A “Strategy & Culture Alignment” Framework*
  - *Example and Open Discussion*



# Hope to Learn...





# What Should Drive Culture?



# Research at the Core

**Table 2**

*Meta-Analytic Correlations Among Organizational Culture Types*

Culture type	Clan	Adhocracy	Market
Clan	—		
Adhocracy	0.63 (32/6,785)	—	
Market	0.55 (28/5,671)	0.64 (29/5,781)	—
Hierarchy	0.48 (18/4,562)	0.42 (16/4,149)	0.50 (15/4,039)

# *Evolving the “Culture” Concept*

**1989**

*“Culture is a complex,  
dynamic concept.  
Practitioners should build their  
own frameworks.”*

S. Ott

**2023**

*“‘Culture’ is a **messy and  
divergent concept** ...it does  
not lend itself to clear  
definition and measurement.”*

Schein & Schein

*34 Years = 0 Progress*

# *Culture Doctors will Prescribe!!*



***“Put People First”***

***“How to Change a Culture of Fear”***

***“Promote Guiding Principles”***

***“Golden Rule”***

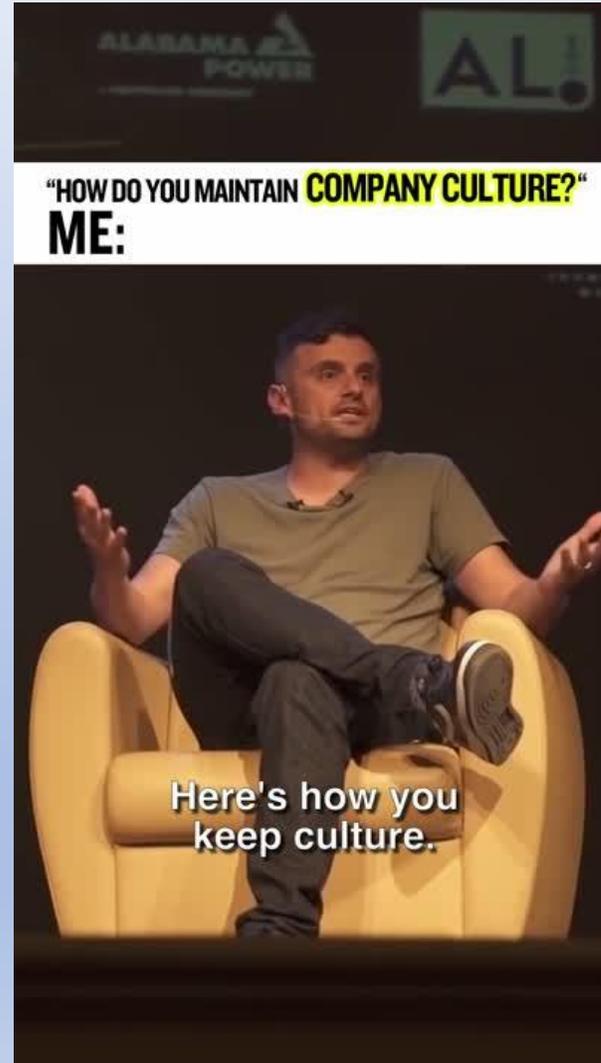
***“Align with Mental Health”***

***“Encourage Acts of Kindness”***

***“Promote Learning”***

***“Too Many Companies Rely on High Pressure”***

# *Social Media Doesn't Always Help*



***Give them the sh\*t  
they care about,  
doing so will drive  
the business.***

5,464,494 followers

# *“Describe Your Culture...” Your CEO Asks You to Deliver This...*

*“Exciting”*

*“Golden Rule”*

*“Positive”*

**Vai trò của văn hóa và chiến lược tổ chức đối với thành quả tổ chức và lợi thế cạnh tranh: Bằng chứng từ các doanh nghiệp Việt Nam**

*“Impatient with Process”*

*“Healthy”*

**ESTABLISHING A COMPETITIVE INTELLIGENCE  
CULTURE IN A MULTINATIONAL CONSULTING  
ENGINEERING COMPANY: A CASE STUDY**

# 9 TOXIC WORKPLACE BEHAVIOURS WE NEED TO STOP NORMALISING

**BELIEVE  
PERFORM**

@BELIEVEPHQ



## 24/7 WORK

Employers expecting staff to be working and available at all times of the day and work



## RESPONDING

Employers expecting staff to drop everything they are doing and respond instantly to requests



## BENEFITS

Replacing and substituting benefits with pointless perks



## MICROMANAGEMENT

Staff are being constantly overlooked and time managed



## BREAKS

Working without breaks



## RESULTS

Employers expecting staff to drop everything and anything to achieve results



## WORKING OVERTIME

Overtime has become part of what is required to gain recognition



## GENDER STEREOTYPES

Stereotyping feelings or actions according to an outdated list of traits

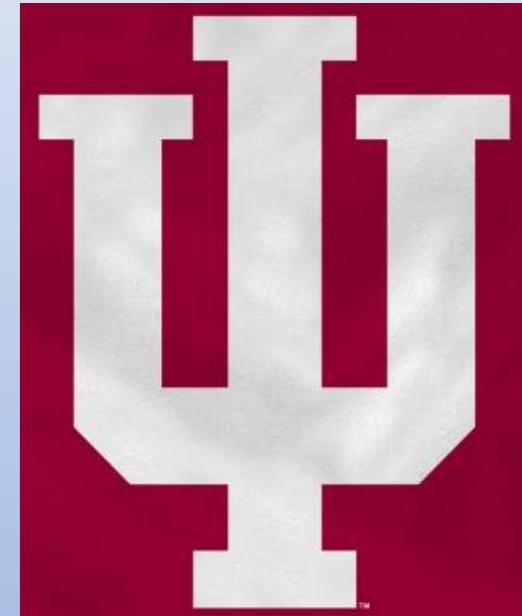
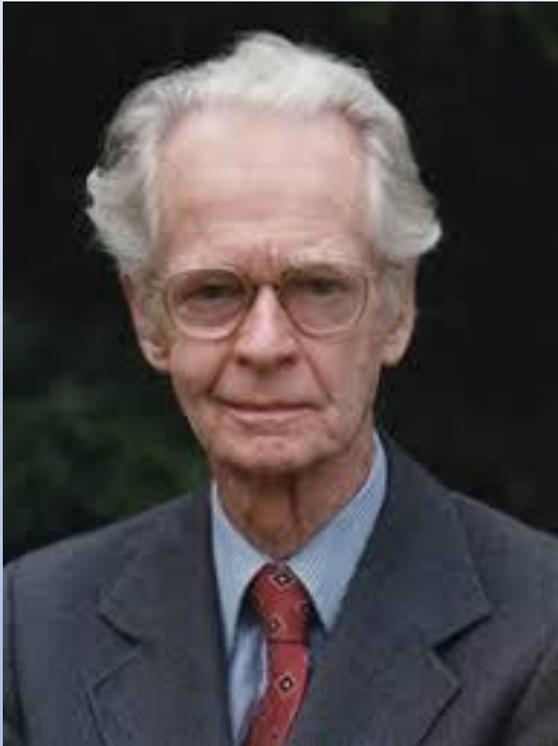


## BUSYNESS

Viewing performative busyness as a status symbol



# *Name the Legend*



1946-1947

# *The Culture Conundrum*

- *Competitive Strategy – Organization’s **FUTURE** Market Position is:*
  - *Unique*
  - *Valuable*
  - *Hard to Duplicate*
  
- *Employees Naturally Think “Culture” is for Them...*

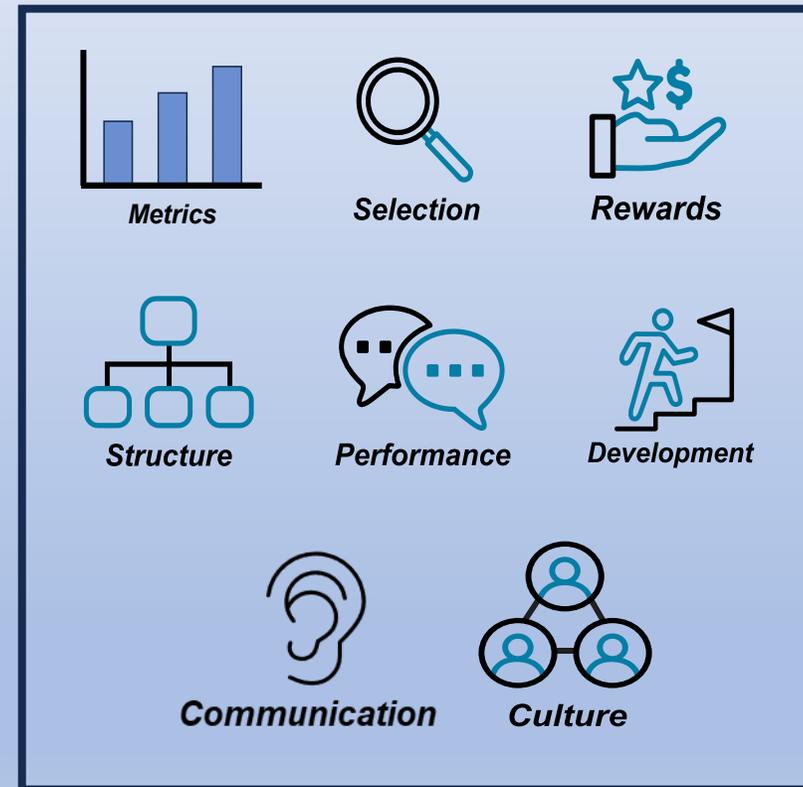
***UNLESS THEY KNOW YOUR STRATEGY!***

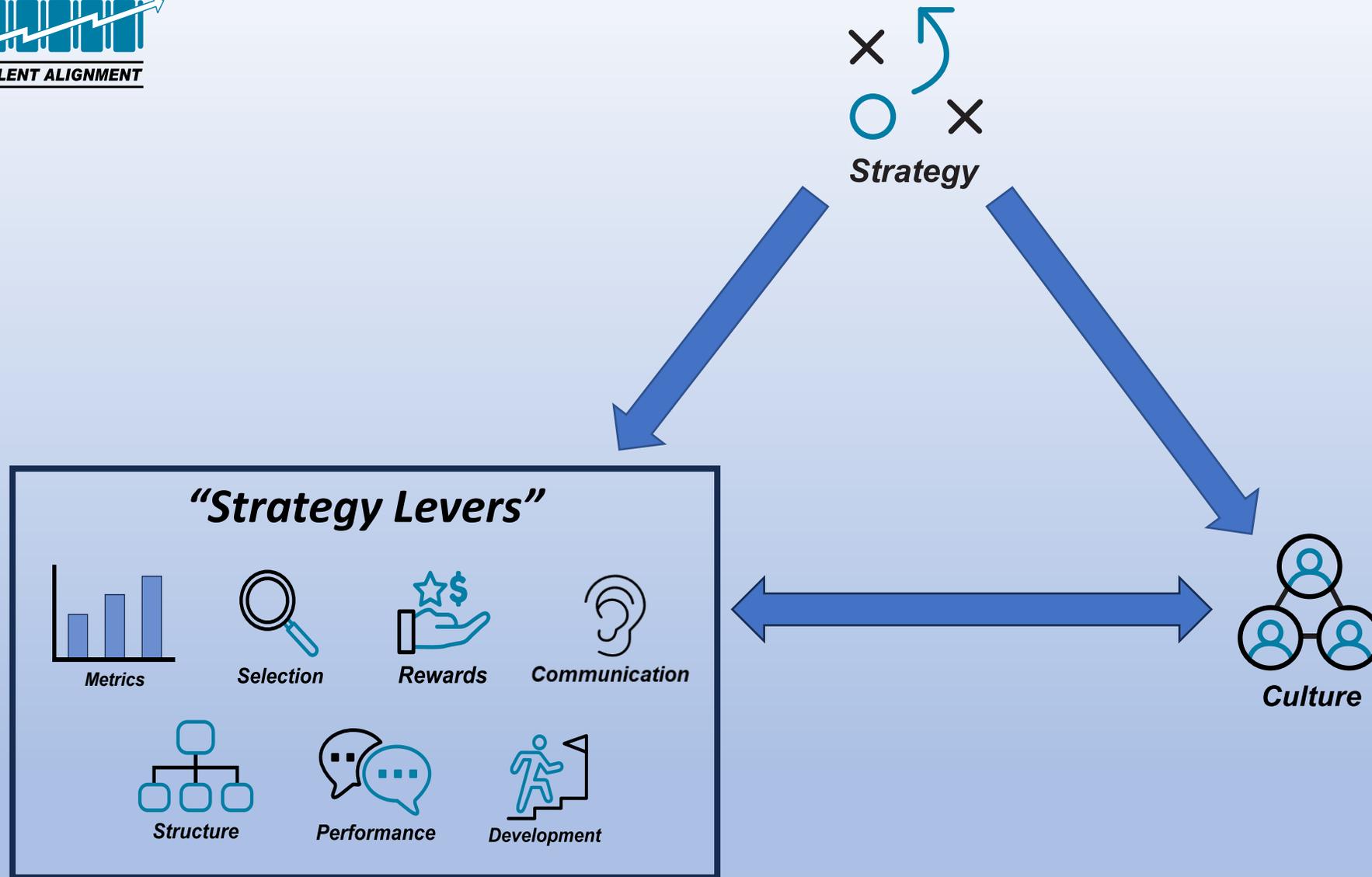
# Building the Framework

**Use Strategy...**



**To Configure These.**





# Linking Strategy to Culture



# Amazon Interpretation?



# *Examples...*

*“Jan” – Expat*

*Fuel  
Restaurant*



# *Mix Movers, Inc.*

## *Moving Your Ingredients Since 1925*





# *Some of Mix Movers' Employees...*



# MMI's Strategy

- Conveyor *Quality* is Unmatched
- *Technological Leader* in Conveyors
- *Unmatched Delivery* Experience
- Thriving *Replacement Parts* Business
- *Premium Pricing Offset by Longer Life*

## *In the Chat...*

*Identify One Feature of MMI's Culture  
Strategic OR People-Focused*

# *MMI Culture & Strategy*

## ***MMI Strategy***

- *Conveyor Quality is Unmatched*
- *Leading Edge Conveyor Technology*
  - *White Glove Delivery*
- *Thriving Replacement Parts Business*
- *Premium Pricing Offset by Longer Life*

## ***MMI Culture***

- *Perfectionistic*
- *Protect Production Employees*
  - *Goals and Controls*
    - *Respectful*
  - *Deferential/“Formal”*
  - *Band Aids Work*

*A New CEO – “We are just too slow. We need training.”*

# “We Are Too Slow.”

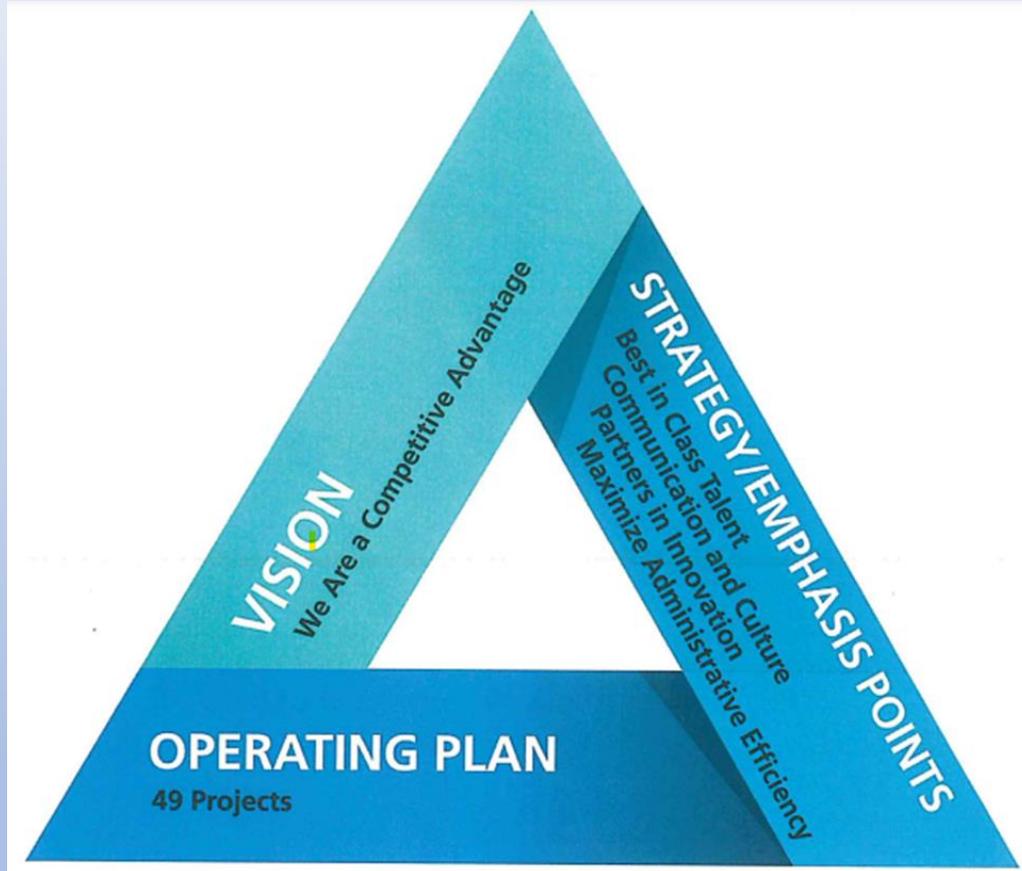


*“We Need Training.”*



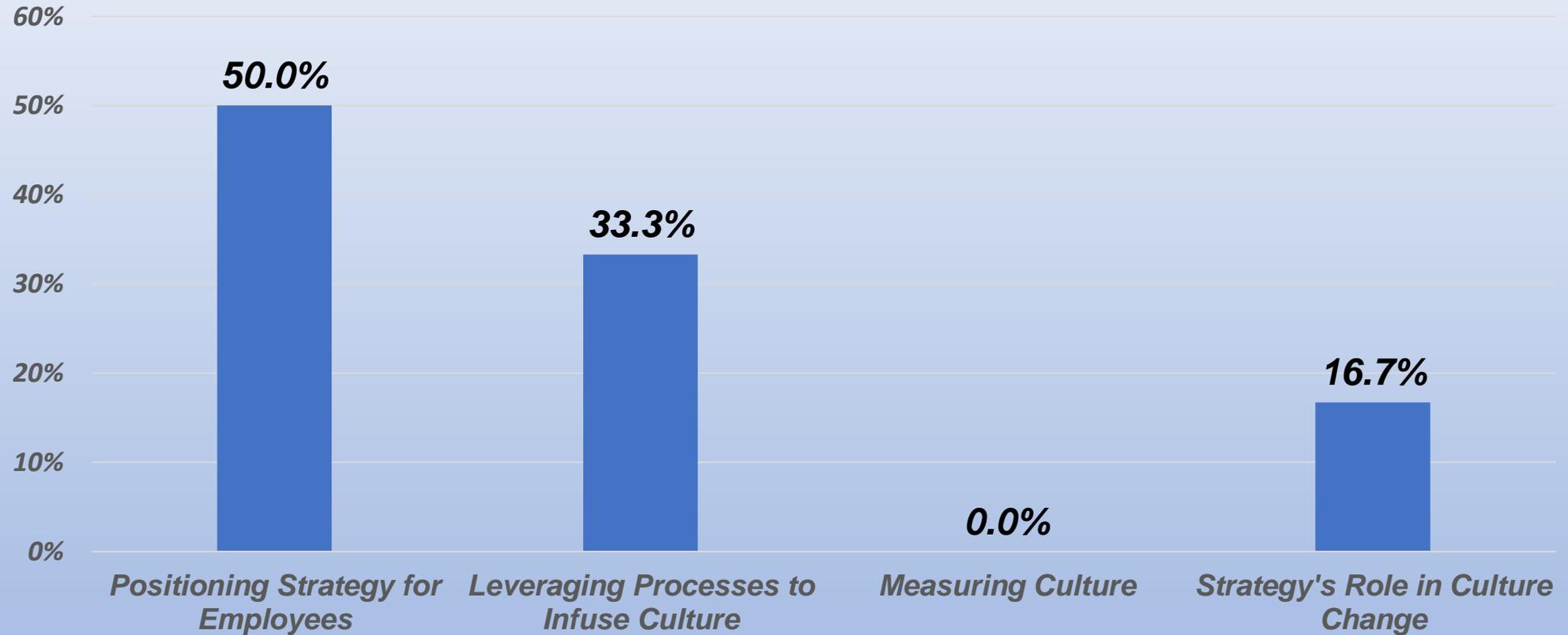
# Kotter's Change Model







# Hope to Learn...





# THANK YOU!!!



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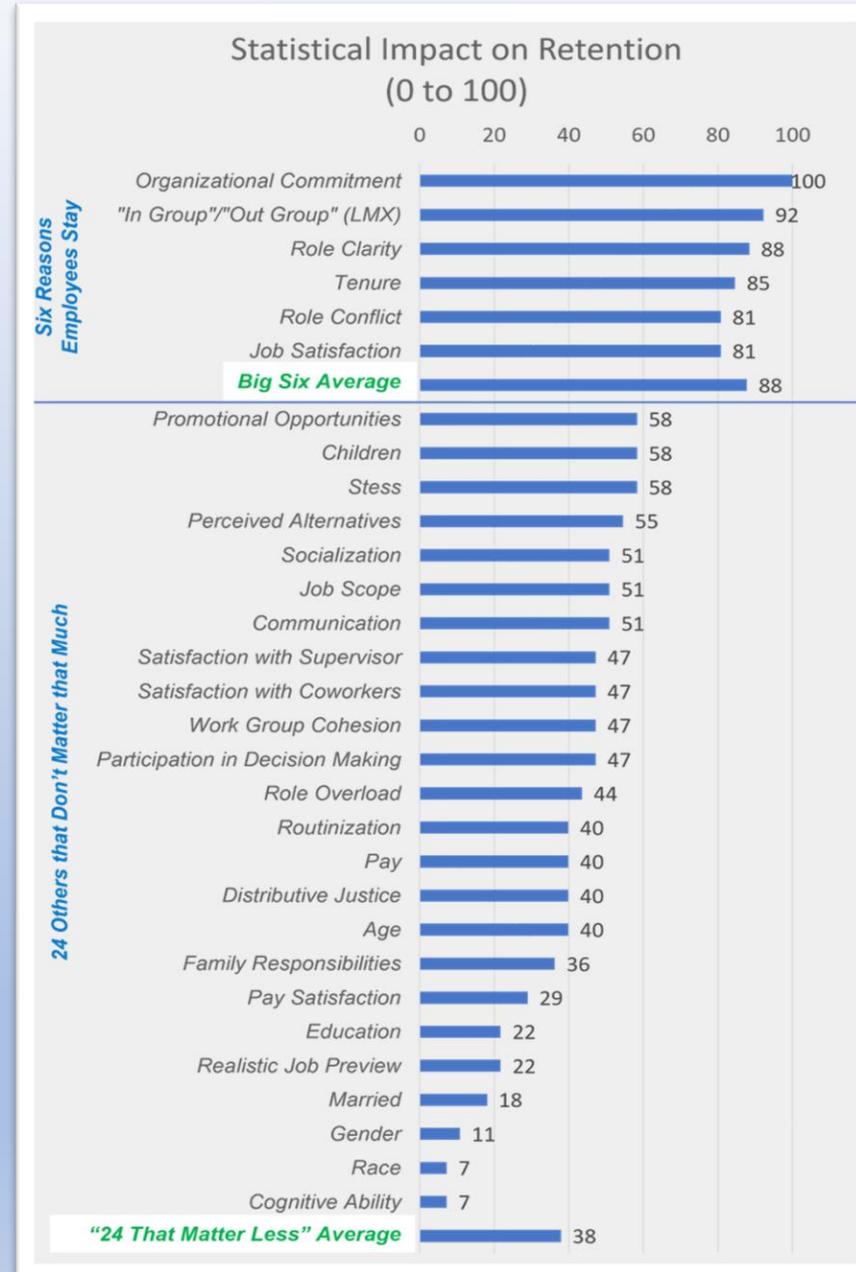




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Jeans

“slides wer’rent pretty enough”

## Vai trò của văn hóa và chiến lược tổ chức đối với thành quả tổ chức và lợi thế cạnh tranh: Bằng chứng từ các doanh nghiệp Việt Nam

- *Caring for, being interested in, and maintaining responsibility for colleagues as friends.*
- *Providing support for one another, including offering kindness and compassion when others are struggling.*
- *Avoiding blame and forgive mistakes.*
- *Inspiring one another at work.*
- *Emphasizing the meaningfulness of the work.*
- *Treating one another with respect, gratitude, trust, and integrity.*

If you identify with more than one ethnic group, the RFA respects your right to do so. However, the RFA is unable to incorporate multi-ethnic identifications in its reporting program. Therefore, only check one ethnic group you identify with most.

# Amazon LPs

- *Think Big*
- *Customer Obsession*
- *Ownership*
- *Invent and Simplify*
- *Are Right, A Lot*
- *Learn and Be Curious*
- *Hire and Develop the Best*
- *Insist on Highest Standards*
- *Bias for Action*
- *Frugality*
- *Earn Trust*
- *Dive Deep*
- *Have Backbone, Disagree and Commit*
- *Deliver Results*
- *Strive to be Earth's Best Employer*

