

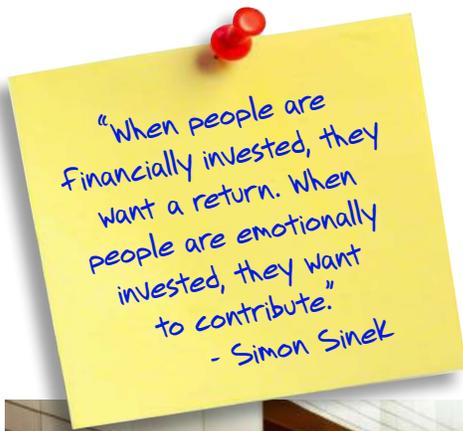


Why Culture Matters...

“Culture eats strategy for lunch” is an old adage that applies to every organization today.

In other words, great strategy will never overcome a mediocre culture. At the heart of every great business is a culture that has attracted the best talent, has engaged employees, lower turnover and more profits over the long haul.

Here are two working definitions that help to tie culture and employee engagement together:



Corporate **culture** refers to the beliefs and behaviors that determine how a **company’s** employees and management interact and handle outside **business** transactions. Often, corporate **culture** is implied, not expressly **defined**, and develops organically over time from the cumulative traits of the people the **company** hires.

Employee engagement is a workplace approach designed to ensure that **employees** are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time, to enhance their own sense of well-being.

According to Scarlett Surveys, 31% of employees are disengaged and 4% of those are hostile. If the research is correct, this high percentage of disengaged



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- Snack Food
- Packaging
- Aluminum Siding
- Glass and Glazing
- Industrial and Automotive Tools



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employees represents a huge lost opportunity for the organization and represents a potentially dangerous situation for companies who ignore the red flags of disengagement and hostility.

In essence, every business owner or corporate executive should take employee engagement out of HR and make it a business initiative for all levels of management.

So, what can management do to engage employees and increase their involvement in creating a great company?

1.) Right People/Right Seat Evaluation – Jim Collins captured this concept so clearly in his book, *Good to Great*. If you don't have the

right person in the job it's going to be tough for an employee to fully engage because he or she is not working to their highest value or using their strengths and talents. There are many reasons why an employee ends up in the "wrong seat," but an evaluation of each person/seat will give the company the foundation for planning to get the right people in the right seat.

2.) GWC – in Gino Wickman's book, *Traction*, he uses this formula to determine if the right person is in the right seat. He asks these three questions:

- a.** Does the person "get it" – does he actually understand the position?
- b.** Does the person "want it" – does he have a passion for the work?
- c.** Does the person have the "capacity" to get the job done?

3.) Communicate the vision and core values – once you have the best people possible in place, the executive team needs to communicate the vision and

JEFF BLEACHER



"Creating a culture of trust and integrity is so important for us at RBF. We want to make certain that our core values are more than a plaque on the wall, but that they are lived out every day. When our team members believe in our core values and are doing the best work they are suited for, they become invested in the future of our company and the well-being of our clients."

KEN FALK



"We've been fortunate to have great team members who helped us create a "family" here at RBF. We actively involve everyone in the future growth of the company and give them opportunities for growth and improvement. As a result, they care about the company and they care about our clients. Our culture fosters engagement, trust and respect and, as a result, we generate great results for the firm and for our clients."

"TURNED ON people figure out how to beat the competition, TURNED OFF people only complain about being beaten by the competition."

- Ben Simonton, author of Leading People to Be Highly Motivated and Committed



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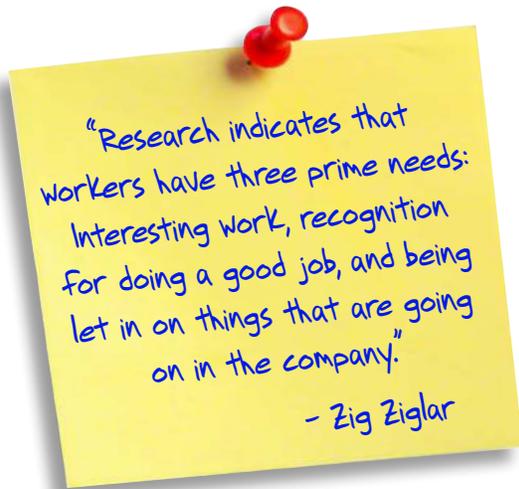
core values to their people. Communication can never be overdone and a lack of communication generates lots of anxiety in an organization. Employees will always think the worst scenario when communication is limited and they don't know where the company is going, how their work fits into the bigger picture and how the company is doing financially.

4.) **Creating development opportunities –**

employees who are able to increase their skill sets, learn new processes, increase their educational level and have a defined developmental plan are more engaged. They have a deeper sense that the company cares about them and they, in turn, have more loyalty and engagement.

When a company focuses on engaging employees, everyone benefits – the employee and his family, the company and its long-term sustainability and the community. It's a win/win for everyone.

For more ideas on engaging employees, [click here](#) »



JEFF GROFF



“Everyone spends a great part of their life at work and we want that time to be well-spent. We treat our employees as whole people, meaning that we give people flexibility for important family time, flexibility for working from home and opportunities for improvement and advancement. We compensate our people well, but we also invest emotionally in our people and that helps us all to create a culture of trust and respect.”

PATRICK GENDRUE



“Productivity and loyalty is a direct benefit of employee engagement, but it goes so much further than that. Engaged employees contribute to a healthier organization and help the company to stay on track and reach the goals and vision that help a company be sustainable. When people are doing their best work and contributing their best to a company, a stronger team emerges and satisfaction and enjoyment at the job increases.”

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