

ORGANIZATIONAL CULTURE – A STRATEGIC IMPERATIVE IN AN UNCERTAIN WORLD

ROMESH SHARMA



Simpliflyers

OUR LATEST EMPLOYEE SURVEY SHOWS THEY HAVE COMPLETE CONFIDENCE IN YOUR LEADERSHIP...



...AND WORSHIP THE VERY GROUND YOU WALK UPON.



GOOD, THEY'RE WELL INTEGRATED INTO OUR CORPORATE CULTURE.



SIR?

THEY LIED!



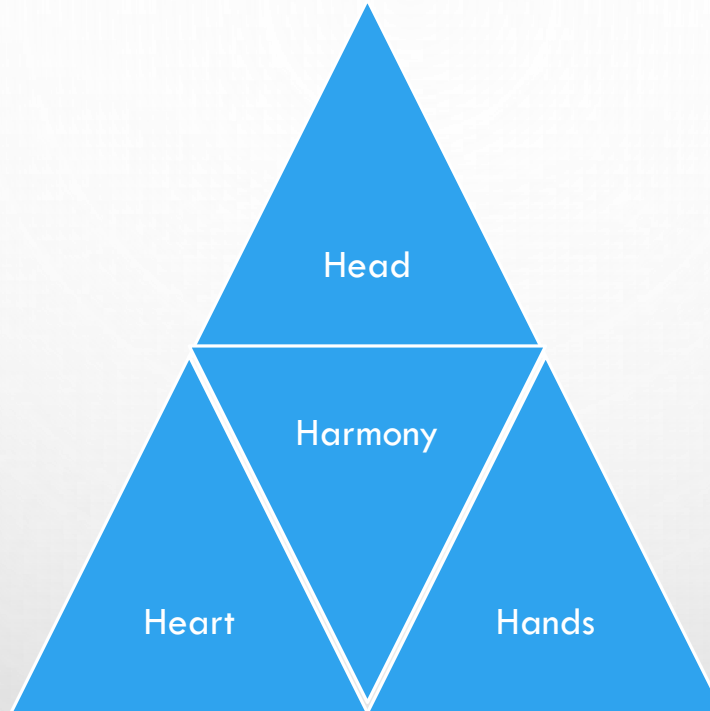
Carol H. Simpson

WHY WE WORK DETERMINE HOW WELL WE WORK
THAT DETERMINE THE RESULTS WE DELIVER.



Build the processes to facilitate the purpose & relax, performance is inevitable – if not desired one, for sure deserved one. Yours Truly

CULTURE IS ORCHESTRATION OF SYMPHONIES



No company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it. Jack Welch

GIVEN ENOUGH RESOURCES AND TIME, YOUR COMPETITORS CAN COPY EVERYTHING EXCEPT YOUR CULTURE (**PRUDENT**)

- **P**PROMOTE FRUGALITY, URGENCY & NIMBLENESS
- **R**RECONCILE WITH UNCERTAINTY, VOLATILITY & WORRY
- **U**NDERSTAND AND CAPITALIZE ON YOUR UNIQUE DNA
- **D**EFINITIVE & MOST POWERFUL COMPETITIVE ADVANTAGE WORTH BETTING EVERYTHING
- **E**NCOURAGE SPEED, JUDGEMENT & DIVERSITY
- **N**URTURE PATIENCE, PERSEVERANCE & PERSISTENCE
- **T**ALENT, TECHNOLOGY & TRAIT IN SYNCH WITH EACH OTHER

We want to understand what works here rather than what worked at any other organization. Laszlo Bock

BUILDING & SUSTAINING HIGH PERFORMANCE CULTURE (COMMITMENT)

- **C**ORE VALUES MUST BE DEFINED IN SIMPLE, CLEAR & UNAMBIGUOUS TERMS AND MAKE SURE THESE ARE WELL UNDERSTOOD BY **ALL**
- **O**RGANIZATIONAL PURPOSE MUST BE THE ONLY FOCUS OF EVERYTHING THAT EVERYBODY DOES
- **M**AKE SURE THAT THERE IS **ZERO TOLERANCE** ON VIOLATION OF CORE VALUES & LET IT BE KNOWN THAT PERFORMANCE WITHOUT VALUES IS **NOT** ACCEPTABLE
- **M**ETICULOUSLY REVIEW, RECALIBRATE AND READJUST YOUR ORGANIZATIONAL BELIEFS & STRATEGIES TO REFLECT CHANGED & CHANGING DYNAMICS

If you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own. - Tony Hsieh

BUILDING & SUSTAINING HIGH PERFORMANCE CULTURE (COMMITMENT)

- INCENTIVIZE CONSTRUCTIVE CRITICISM & DIVERSE OPINIONS BUT ENSURE THAT DECISIONS ARE IMPLEMENTED IN LETTER & SPIRIT BY ONE AND ALL
- TRANSFORM LEADERSHIP AT ALL LEVELS
- MAKE RISK & REWARD POLICIES CLEAR & PUBLICIZE THEM WELL
- EXPLAIN EXPECTATIONS FROM PEOPLE, EQUIP THEM TO ACHIEVE THESE AND HOLD THEM ACCOUNTABLE FOR RESULTS
- NURTURE EACH MEMBER FOR ONE PLUS & ONE MINUS ROLE
- TO BE THE BEST ON WHAT MATTERS TO THE ORGANIZATION, ITS NECESSARY AND ACCEPTABLE TO BE BAD ON SOME PARAMETERS

Culture can become a "secret weapon" that makes extraordinary things happen. Jon Katzenbach



SOUTH WEST AIRLINES VALUES

WARRIOR SPIRIT

WORK HARD

DESIRE TO BE THE BEST

BE COURAGEOUS

DISPLAY URGENCY

PERSEVERE

INNOVATE

SERVANT'S HEART

FOLLOW THE GOLDEN RULE

ADHERE TO THE PRINCIPLES

TREAT OTHERS WITH RESPECT

PUT OTHERS FIRST

BE EGALITARIAN

DEMONSTRATE PROACTIVE CUSTOMER SERVICE

EMBRACE THE SWA FAMILY

FUN-LUVING ATTITUDE

HAVE FUN

DON'T TAKE YOURSELF TOO SERIOUSLY

MAINTAIN PERSPECTIVE

CELEBRATE SUCCESSES

ENJOY YOUR WORK

BE A PASSIONATE TEAMPLAYER

WORK THE SOUTHWEST WAY

SAFETY AND RELIABILITY

FRIENDLY CUSTOMER SERVICE

LOW COST

It helps to be humble, to prepare for the unexpected, be graceful and quickly adjust to the new reality. Gary Kelly