Principles of Execution

7 Principles for Developing a Culture That Works!
What happens when your culture doesn't work!

- Collusion
- Too many meetings
- Ethical behavioral issues
Fast Company - 6 signs of a bad culture

Gossips
Bad Habits
Unclean hands
Competitiveness
Don’t play together
Lack of School Spirit
What happen to Motorola?

‘Top management believed in letting the sector guys run the businesses their way. If that rubbed others the wrong way, tough luck.’

Former Motorola executive Mike DiNann

Gerald’s Background

- Gerald Leonard is currently the President & CEO of Principles of Execution, a Strategic Project Portfolio Management and IT Governance consulting firm based in the Metro Washington, DC area.
- 19 years as an IT Project Management consultant and earned the PMP, MCSE, MCTS, CQIA, ITILv3 and COBIT 4.1 Certifications
- Acquired certifications in PM and BI from the University of California, Berkeley, as well as an Executive Leadership Certification from Cornell University.

Where can you learn more?
Developing a Culture that works with Project Portfolio Management

- Portfolio Management is a capability that enables organizations to analyze, select and manage a collection of project investments that are aligned with your company’s goals and objectives within a data driven decision making framework.

The Corpus Callosum of the Organization
Principle of Vision

Without a vision people perish, but with a vision people flourish!
A Vision is like
1000 Songs in Your Pocket

“There's an old Wayne Gretzky quote that I love. 'I skate to where the puck is going to be, not where it has been.' And we've always tried to do that at Apple. Since the very very very beginning. And we always will.”

—Steve Jobs
Develop a Shared Vision

“Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion,” Jack Welch
Principle of Values
What are Values?

A company’s values are the core of its culture. While a vision articulates a company’s purpose, values offer a set of guidelines on the behaviors and mindsets needed to achieve that vision.

McKinsey & Company

- Adhere to the highest professional standards
- Improve our clients' performance significantly
- Create an unrivaled environment for exceptional people
John Willard Marriott

1. Get it right the first time
2. Money is a big thing, but it’s not the only thing.
3. A caring workplace is a bottom-line issue
4. Promote from within.
5. Build your brand for your Associates.

“Take care of your employees and they’ll take care of your customers.”
Frequency of advertised values by S&P500 companies

http://economics.mit.edu/files/9721
Principle of Best Practices
Bake Your Vision and Values into your processes and tools
Jack Welch baked best practices into GE’s culture

- He became the youngest CEO of his generation.
- He was instrumental in introducing Six Sigma into corporate America and for building one of the world’s leanest organizations.
- He believed his organization should strive to be either number 1 or 2 in each industry where they operated.
- He became famous for segmenting his management team into the top 20%, the middle 70% and the bottom 10%.
- He developed a world class leadership training school that produced a number of well-known CEO’s and corporate leaders.
- Fortune Magazine named him “Manager of the Century”
Identify Best Practices Through Benchmarking

My Experience with The Hackett Group
Company Cultures Worth Examining

Nordstrom
Google
Wegmans
DreamWorks
Salesforce
Apple
Principle

Of People
"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."

Antoine de Saint-Exupery
An Attitude of Excellence at Ford Motors

https://williejolley.wordpress.com/tag/ford-motor-company/
Creating a Culture of Excellence

- Leadership Development
- Change Management
- Teamwork
- WOW Customer Service
- Attitude Enhancement
In a sweeping meta-analysis of 225 academic studies, Sonja Lyubomirsky, Laura King, and Ed Diener found that happy employees have, on average, 31% higher productivity; their sales are 37% higher; their creativity is three times higher.

https://hbr.org/2012/01/positive-intelligence/ar/1
Principle of Story Telling
Once upon a Time

What’s your story?

- Stories turn values into action
- Stories engage the ‘head’ and the “heart”
- Stories engage the hands
Your Environment Shapes Culture
Principle of Execution
42 Consecutive Years of Profitability
People Respect What You Inspect

- Execution is a discipline and integral to strategy
- Execution is the major job of the business leader
- Execution must be a core element of an organization’s culture
Develop a Cadence of Accountability

- Everyone report their commitments from last week.
- Review the scoreboard and determine if what was done has move the lead measure forward.
- Make commitments for the upcoming week.
Culture That Works!

Vision
Values
Best Practices
People
Stories
Place / Environment
Execution - the 20 mile march
Portfolio Management Training

Click here to learn more.
Principles of Execution, LLC

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Helping Organizations Develop A Culture That Works!