From Accountability to Ownership
Rewiring your Organization for a Culture of Ownership

Introduction

In Module One, we begin the process of moving from a culture of mere accountability to a culture of ownership. The key goals of module #1 are:

1. Understand what employee engagement is and why it is so vitally important

2. Review the essential elements required for having a culture of ownership

3. Review key lessons for creating a vision and for building a culture of ownership

The webinar outlines three assumptions regarding your engagement in the process of creating a cultural blueprint:

1. You really do want to create a culture of ownership where people feel empowered to do the right thing;

2. You don't want just another program or flavor of the month, you really do want to start a movement for a more positive and productive workplace culture;

3. You see this as both an investment in your people as individuals and as an investment in the overall organization.

Culture and the Bottom Line

It's often said that "culture eats strategy for lunch" and as we will see in Module #4 on the superstructure of corporate culture there are many reasons why that's true, but of course the strongest organizations have both a powerful culture *and* effective operating strategies. Culture and strategy should reinforce one another; the strongest competitive positioning is having both working together in a well-thought-out manner.

Short-term profitability and productivity is primarily defined by your strategies. Longer-term, though, culture has the greater impact. Your bottom line next year will be determined by your strategy; your bottom line two or three years down the road will be more substantially determined by your culture. In some of the most definitive research on the subject, Eric Flamholtz showed an almost straight line correlation between divisional adherence to cultural norms and profitability within that division, as shown in the following chart (from his book *Corporate Culture: The Ultimate Strategic Asset*). In his study, culture accounted for fully 46% of the best-performing divisions' bottom lines (defined as EBIT—earnings before interest and taxes).

Divisional Agreement with Corporate Culture (% favorable)
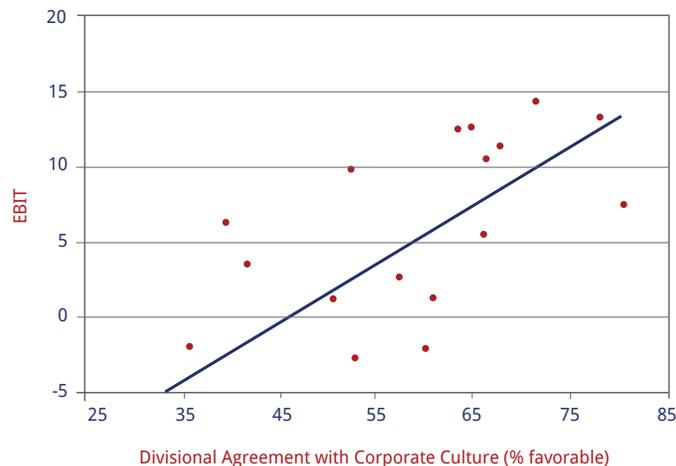
> " Although culture generally changes slowly (except when there are certain major events, such as a merger or acquisition), it requires adjusting as the organization grows in size, complexity, and geographical dispersion of people. *This means that the culture management process must become a way of life in an organization.*"
> (Emphasis added).
>
> **Eric Flamholtz and Yvonne Randle:** *Corporate Culture: The Ultimate Strategic Asset*

The *Real* Crisis: The Engagement and Attitude Deficit

Important: Before you read this section and jump to the conclusion that your organization—like all of the children in Lake Woebegone—is much better than the average on the Engagement and Attitude Index, look in the mirror and make sure that you are not wearing rose-colored glasses.

Several years ago Values Coach conducted an observational study at a client hospital that had about 3,000 employees. We asked participants in one of our courses on values-based life and leadership skills to simply observe and record incidents of toxic emotional negativity (complaining, gossiping, etc.) for one month. At the end of that period we tabulated the results. Conservatively estimating that the average incident of toxic emotional negativity occupied the time of two employees for a total of two minutes each, we calculated that about 15% of all paid hours in that organization were wasted on such unproductive and counterproductive activities—a figure in line with findings of Gallup and other companies that study employee engagement, suggesting that in the typical organization about 15% of employees are actively disengaged.

We then calculated an estimate for the total number of incidents of toxic emotional negativity in that organization per year. *Ten million times a year* people engaged in nonproductive complaining and gossiping that cannot but help to have a negative impact on employee morale and patient satisfaction! I must emphasize that this was a well-regarded hospital that achieved respectable employee and patient satisfaction scores and quality outcomes. As scandalous as the figure of ten million per year seems— 10,000,000 events of complaining, rumor-mongering, and the like—that equates to just 1.1 per hour per employee, a figure that is not at all unrealistic—and one that most people consider about the norm within their organizations (if not worse).

$$\textbf{X} \quad \textbf{10,000,000} \quad \textbf{=}$$

Poor Morale + Reduced Productivity + Impaired Safety + Recruiting and Retention Challenges + Competitive Disadvantage

More recently, we conducted a survey of readers of our *Spark Plug* email newsletter asking these two questions: 1) what percent of employees where you work are highly engaged Spark Plugs, and 2) what percent of total paid hours are wasted on complaining, gossiping, and other forms of toxic emotional negativity?

More than 850 people responded—the results are displayed in the charts below. Nearly half of the respondents believed that fewer than one-quarter of their coworkers are Spark Plugs who are really engaged with their work, with their coworkers, and with the people they serve. More than 80% believed that in excess of ten percent of all paid hours in their organization are wasted on toxic emotional negativity, with nearly half of all respondents believing that figure to be more than twenty percent.

The juxtaposition of these charts shows the problem quite clearly—the configuration of the bars should be reversed (and in the most effective of workplaces they are). One of the best investments many organizations can make—in all likelihood including yours—is to work on reversing the shape of these two charts: increasing the number of highly-engaged Spark Plugs and reducing the amount of time wasted on toxic emotional negativity. This alone will have a huge impact on productivity, employee engagement, customer and patient satisfaction, competitive distinction, and ultimately (as we've just seen) on the bottom line.

If the engagement and attitude pattern in your organization looks even remotely similar to this, then one of your greatest opportunities for making the leap from good to great, winning a Baldrige Award, being awarded Magnet status, being recognized as a great place to work, and winning in the marketplace for great talent and loyal customers is reversing the picture depicted in these two charts.

**Left- brain process improvement quickly reaches a point of
diminishing returns if it is not accompanied by
right-brain attitude improvement!**

What percent of the employees in your organization would you consider to be highly-engaged Spark Plugs?

Category	Value
Less than 25%	47.2% (398)
25-50%	36.4% (307)
More than 50%	16.5% (139)
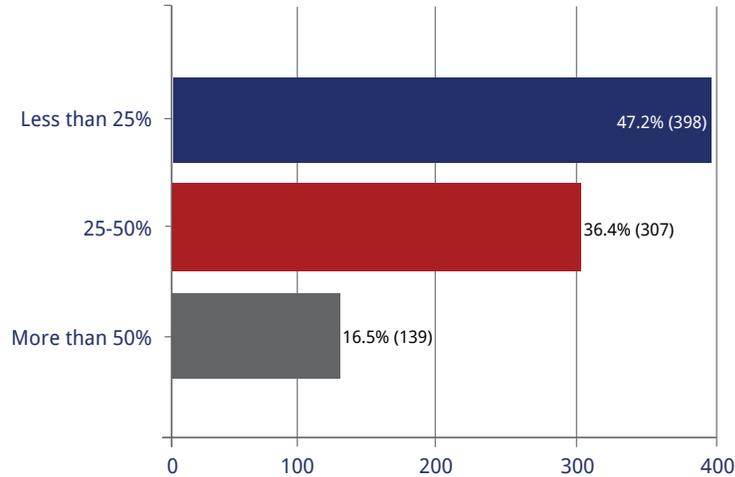
What percent of total paid hours in your organization are wasted on complaining, gossiping, and other forms of toxic emotional negativity?

Category	Value
Less than 10%	17.9% (151)
10-20%	36.7% (309)
More than 20%	45.4% (383)
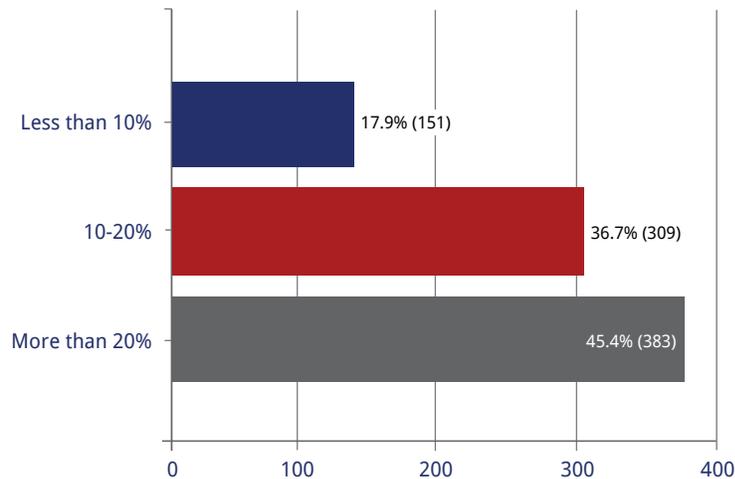
Results from the Engagement and Attitude Survey: in a great organization the pattern is the reverse of what this survey shows!

In his book *The Coming Jobs War*, Gallup CEO Jim Clifton argues that doubling the percentage of engaged workers in this country from the current 25% to 50% (still meaning that one of every two employees would not be engaged in their work) would be more effective in dealing with the biggest problems this nation faces than any other factor. If that's the case (and I believe it is), imagine the impact that doubling

the number of Spark Plug people and reducing the number of hours wasted on toxic emotional negativity by one-half would have for your organization.

That is one of the most important outcomes you will achieve by using the tools in the Cultural Blueprinting Toolkit. A culture of ownership depends upon Spark Plugs and cannot exist in an environment permeated by toxic emotional negativity. As we will see, increasing employee engagement and reducing toxic emotional negativity will have a positive impact on every aspect of your organization's operations, including productivity, customer/patient satisfaction, employee morale and loyalty, marketing image and brand promotion, and product/service quality. More important, the reason those positive outcomes will occur is that people are personally more productive, more successful, and happier when they are engaged in their work and can break free from habitual toxic emotional negativity.

In a world where 75% of the people in a typical organization are *not engaged* in their work, an organization that can promote a highly-engaged culture of ownership will create an incredible source of competitive advantage for recruiting and retaining great people and for earning the enduring loyalty of "raving fans" customers!

The Journey from Accountability to Ownership

A culture of ownership is not created by economic interest, it springs from emotional commitment.

Organizations need to hold people accountable for fulfilling the terms of their job descriptions, and for not behaving in ways that are inconsistent with the values and mission of that organization. But in today's turbulent and hypercompetitive world, that's not enough to remain competitive, much less to make the now-proverbial jump from good to great. Great organizations are characterized by people holding themselves and each other accountable for their attitudes and behaviors as well as their performance because they have pride of ownership. Any time you hear someone say "that's not my job," see someone ignore a customer or walk by a patient room where the call light is on, or not stoop down to pick up a piece of paper on the floor, that person is just renting a spot on the organization chart. They're not taking ownership for the work itself. They are not thinking like owners, they are thinking like renters.

Differentiating Accountability and Ownership

Accountability is doing what *you are supposed to do* because someone else expects it of you; accountability springs from the extrinsic motivation of reward and punishment.

> *Merriam-Webster Dictionary definition of accountability:* "Subject to having to report, explain or justify; being answerable, responsible."

> *Core metaphor:* " I'm holding your feet to the fire." (Does that sound like fun? No wonder so many people subconsciously go into avoidance mode when told they will be "held accountable.")

When you break the word "accountable" down you get ac-count-able: able to be counted. But TQM guru W. Edwards Deming—the man who said that what gets measured gets done and encouraged clients to measure almost everything—also said that the most important number in your organization cannot be counted. How does one count pride or measure enthusiasm? You can certainly *see* these things in people's attitudes and behaviors in the best of organizations, but they cannot be counted or measured.

Accountability is essential in organizations: managers need to be accountable for achieving performance and financial goals; salespeople must be held accountable for achieving sales goals; nurses must be held accountable for giving their patients the right medications; military officers must be held accountable for maintaining proper discipline in their units; teachers must be held accountable for assuring that their students are learning. Accountability is essential, but it is not sufficient. It is just the baseline, the price of entry.

Ownership is doing *what needs to be done* because you expect it of yourself; ownership springs from the intrinsic motivation of pride and engagement.

> *Merriam-Webster Dictionary definition of ownership:* "The state, relation, or fact of being an owner," which in turn is defined as "to have power or mastery over."

> *Core metaphor for ownership:* "I'm transferring title to you."

In Values Coach consulting engagements we often hear people say something to the effect that "we don't hold each other accountable." But when we press the issue, they're

usually not really talking about accountability—they're talking about ownership; they are really saying that people don't take ownership for their work, their results, and their relationships. So it's important to distinguish those things for which people can be held accountable by holding their feet to the fire, and those things for which they cannot be held accountable but which must be accomplished through personal ownership.

You can hold people accountable for:	But not for:
• Complying with rules	• Living values
• Showing up on time	• Being emotionally present
• Discipline	• Loyalty
• Saying the right words	• Asking the right questions
• Meeting budgets	• Thinking entrepreneurially
• Meeting deadlines	• Working with passion
• Results	• Dreams
• Competence	• Caring
• What they say at work	• What they say at home
• Appearance	• Pride
• Treating people with respect	• Honoring people's dignity
• Saluting	• Laughing
• Their job description	• Their life decisions
• Keeping their feet to the fire	• Putting their hearts into the work

You cannot hold people "accountable" for the things that really matter.

Nobody ever changes the oil in a rental car!

Representative slides from the PowerPoint presentation for this module

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Toolkit Exercise #1-1: The Accountability-Ownership Continuum

This exercise will help you visualize where your organizational culture falls on the spectrum between a focus on accountability and a focus on ownership. There is no right or wrong place to be, but it is important to know where you are—and to assess whether there is a gap between where you are and where you want to be. A mortgage banking company might need to be more focused on an accountability culture whereas a creative advertising agency should probably be more focused on having an ownership culture.

Because the life-and-death stakes are so high, hospitals understandably place a great deal of emphasis on accountability, and they are held accountable by countless outside agencies that monitor their performance in every dimension. But perhaps for this reason, many hospitals are over-weighted on the left-side of their collective brains, so strongly focused on accountability that it can feel punitive and actually interfere with efforts to promote a culture of ownership.

In many entrepreneurial startups and small businesses, on the other hand, everyone feels an incredible sense of ownership; they are thinking and acting like owners (and in many cases they are—they have an equity stake in the fledgling business), but the company lacks mechanisms to assign and monitor accountability.

Leadership's cultural challenge is to assess where your organization falls on the continuum between externally-imposed accountability and internally-generated ownership, and then to develop strategies to foster a more healthy balance between the two.

To create a visual picture of where your organization falls on the Accountability-Ownership Continuum, have people complete this simple survey by checking one box for each row, calculate each row's average and enter it on a blank form, then sketch a line down the page linking the filled-in boxes. This can be done for the entire organization or for individual work units within the organization; it is also a useful tool for assessing perceived cultural differences between work units. While it is subjective and anecdotal, having a sufficient number of people complete this exercise and then aggregating the results will give you a feel for people's perceptions of your cultural balance between accountability and ownership.

The Accountability-Ownership Continuum

Instructions: Think about the culture of your work unit. For each category, check the box that most clearly reflects your impression of where your area falls on the continuum between people being held accountable (on the left side) and taking ownership (on the right side)

Accountability	1	2	3	4	Ownership
Complying with rules	☐	☐	☐	☐	Living values
Showing up on time	☐	☐	☐	☐	Being emotionally present
Discipline	☐	☐	☐	☐	Loyalty
Saying the right words	☐	☐	☐	☐	Asking the right questions
Meeting budgets	☐	☐	☐	☐	Thinking entrepreneurially
Meeting deadlines	☐	☐	☐	☐	Working with passion
Results	☐	☐	☐	☐	Dreams
Competence	☐	☐	☐	☐	Caring
What they say at work	☐	☐	☐	☐	What they say at home
Appearance	☐	☐	☐	☐	Pride
Treating with respect	☐	☐	☐	☐	Honoring dignity
Saluting	☐	☐	☐	☐	Laughing
Their job description	☐	☐	☐	☐	Their life decisions
Keeping feet to the fire	☐	☐	☐	☐	Putting hearts into the work

This exercise will give you a window into perception gaps that might exist within your organization, and also show opportunities for enhancing your culture. In the hypothetical example below, where the aggregate score is 1.8 on a 4.0 scale (heavily weighted toward accountability) one could conclude that people generally enjoy their work, care about the people they serve, and take a modicum of pride in the organization, but tend not to take initiative, contribute new ideas, or go above-and-beyond the call of duty except in limited situations. They tend to be serious (and

occasionally bored) about the work, and there is not much genuine laughter or spontaneity in the workplace. In other words, they are more focused on account-ability than they are ownership. This suggests a significant opportunity to create a competitive advantage for both recruiting and retaining great people and for earning "raving fans" loyalty of customers by inspiring people to think and act like partners and not just hired hands.

SAMPLE
The Accountability-Ownership Continuum

Primary Focus on Accountability	1	2	3	4	Primary Focus on Ownership
Complying with rules	☐	☒	☐	☐	Living values
Showing up on time	☐	☒	☐	☐	Being emotionally present
Discipline	☐	☒	☐	☐	Loyalty
Saying the right words	☒	☐	☐	☐	Asking the right questions
Meeting budgets	☐	☒	☐	☐	Thinking entrepreneurially
Meeting deadlines	☒	☐	☐	☐	Working with passion
Results	☒	☐	☐	☐	Dreams
Competence	☐	☒	☐	☐	Caring
What they say at work	☐	☒	☐	☐	What they say at home
Appearance	☐	☐	☒	☐	Pride
Treating with respect	☐	☒	☐	☐	Honoring dignity
Saluting	☒	☐	☐	☐	Laughing
Their job description	☐	☒	☐	☐	Their life decisions
Keeping feet to the fire	☐	☒	☐	☐	Putting hearts into the work

Values in each box are an average of all employee responses: the aggregate score of 1.8 is the mean average of all of these individual scores.

The Accountability-Ownership Continuum

Primary Focus on Accountability	1	2	3	4	Primary Focus on Ownership
Complying with rules	☐	☐	☐	☐	Living values
Showing up on time	☐	☐	☐	☐	Being emotionally present
Discipline	☐	☐	☐	☐	Loyalty
Saying the right words	☐	☐	☐	☐	Asking the right questions
Meeting budgets	☐	☐	☐	☐	Thinking entrepreneurially
Meeting deadlines	☐	☐	☐	☐	Working with passion
Results	☐	☐	☐	☐	Dreams
Competence	☐	☐	☐	☐	Caring
What they say at work	☐	☐	☐	☐	What they say at home
Appearance	☐	☐	☐	☐	Pride
Treating with respect	☐	☐	☐	☐	Honoring dignity
Saluting	☐	☐	☐	☐	Laughing
Their job description	☐	☐	☐	☐	Their life decisions
Keeping feet to the fire	☐	☐	☐	☐	Putting hearts into the work

Download this tool at the Client page on the Cultural Blueprinting Toolkit website.

It's not about money

Merely granting stock options or creating a profit-sharing plan will not establish a culture of ownership. When it comes to creating corporate culture, that sort of ownership is emotional, not economic. We've all read stories of CEOs who get huge stock options and then, after the layoffs are done with, move on to the next big payday. People like the infamous "Chainsaw" Al Dunlap or Robert Nardelli (who was paid more than 200 million dollars to leave Home Depot after very nearly destroying what had been a beautiful culture) are not really owners, they're just renting a lucrative spot at the top of the organization chart until something better comes along. On the other hand, we've all known housekeepers who have an incredible pride of ownership in their work and in their organizations.

> " The old response 'It's not my job' is never an acceptable excuse . . . It's always my job, if the job needs doing and I am there to do it. I believe that human beings want to cooperate with one another but old patterns and reflexes keep them from the discovery of the delight of the give-and-take that comes from shared control."
>
> **Patricia Ryan Madson:** *Improv Wisdom—Don't Prepare, Just Show Up*

Employee Engagement and a Culture of Ownership

Imagine you are the captain of this beautiful galley ship, and you have 100 people at the oars. Of those hundred people, 25 have taken ownership for the mission and are putting their backs into the work. But 60 rowers are just going through the motions, doing what they need to do to get by, what's on the job description. And 15 of those rowers are actually rowing *backwards*—doing everything they can to impede the work of the hard workers, and calling them names like "overachiever" and "quota buster."

I doubt you would be proud to be captain of that ship (at least I hope not), and suspect that the 25 hard workers would feel resentful toward the others who are coasting along, and toward you and your leadership team for allowing the situation to continue. Unfortunately, that is a picture of the
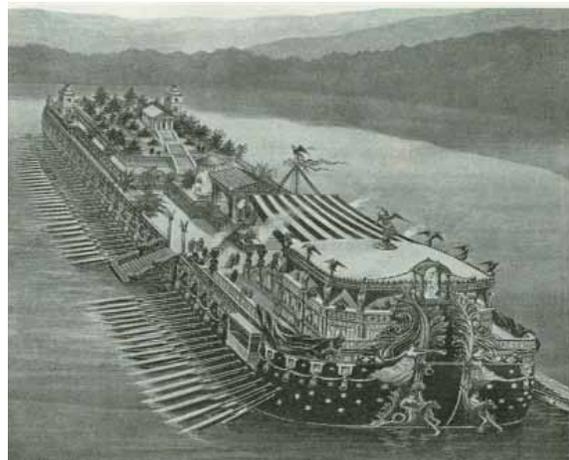
typical organization today. Gallup, Press-Ganey, Scarlett Surveys, and other companies that study employee engagement consistently find that:

✔ About 25% of workers are engaged; they bring their A-games to work every day.

✔ About 60% of workers are not engaged; that doesn't necessarily mean they are doing a bad job, but all they are doing is the job—and don't ask them to go above-and-beyond unless there is extra pay involved.

✔ About 15% of workers are aggressively disengaged; they are the emotional vampires who are never satisfied, and who simply cannot stand it that Spark Plugs are happy and productive.

Scarlett Surveys, a company that does consulting and assessments on employee engagement, defines engagement as follows: "Employee engagement is a measurable degree of an employee's positive or negative *emotional* attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform is at work. Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture." (emphasis added)

I've emphasized the word "emotional" in the above definition. You cannot hold people accountable for their emotions, and you cannot hold them accountable for thinking like owners and partners rather than hired hands. I would add this to the definition: "Engagement with one's work is the key difference between being a great or a mediocre organization, and between having a great or a mediocre career—and life."

The implications of these findings are staggering. The cost of employee disengagement is enormous both in terms of organizational effectiveness and productivity, and in terms of individual achievement and happiness. This also suggests, however, that organizations willing to make the investment in designing and implementing an Invisible Architecture that promotes employee engagement and that fosters cultural intolerance to toxic emotional negativity will create a tremendous source of sustainable competitive advantage.

Spark Plugs, Zombies, and Vampires

We call people who are engaged, not engaged, and aggressively disengaged Spark Plugs, Zombies, and Vampires respectively. In every organization, there is a bell curve reflecting the distribution of positive, disconnected, and negative attitudes of the people within that organization. One of the most important duties of leadership to honor and encourage the Spark Plugs; to wake up and motivate the Zombies to become Spark Plugs; and to marginalize the Vampires and, if they refuse to adopt more positive attitudes and behaviors, to direct them toward employment with the competition.

Spark Plugs (Owners): In the typical organization about one-quarter of employees are actively engaged in their work, meaning that they work with real passion and have a strong sense of connection with the mission and with their coworkers. Think of these people as Spark Plugs—the people who take pride of ownership in their work and their organization. When a Spark Plug walks into a room, he or she "sparks" others with their energy and their enthusiasm. They don't sit around waiting for someone to tell them what to do—they see problems and they fix them, they seek opportunities and pursue them. Spark Plugs think and act like owners and partners, not like renters and hired hands.

A critical mass of Spark Plugs is vital to a culture of ownership. In our training initiatives on **The Twelve Core Action Values** we call participants Spark Plugs because that's what we expect them to do—bring a spark to their own lives and to their organizations. Spark Plugs think and act like partners in the enterprise, not just hired hands. For Spark Plugs, the job description is a floor, not a ceiling; it defines the basic requirements of the job to which they add their own special contributions, not a limitation on the work that they will consent to perform.

Zombies (Renters): About 60% of today's employees are not engaged with the work, with their coworkers, or with the mission of their organizations—meaning that they're just putting in their time. They are "sleepwalking" through the workday without much enthusiasm, and without a strong sense of connection with the work they do or pride in the organization that pays their wages. They are hired hands, not partners, and make little or no contribution to innovation and improvement. Think of these people as workplace Zombies. They are renters, renting a spot on the organizational chart until something better comes along. In our experience, many of these so-called Zombies really want to be (and might already see themselves as) Spark Plugs. One of the most

rewarding experiences a leader can have is to help their people improve their performance (and their lives) by changing their attitudes.

Vampires (Squatters): Finally, about 15% of employees in the typical organization are actively disengaged, meaning that their lack of enthusiasm and commitment are on open display, and that they exert negative peer pressure on others to join them in the swamp of toxic emotional negativity. Think of these people as workplace Vampires. They suck the energy out of the people around them, and they suck the life out of their workplace. They sabotage productivity, customer service, and the brand image of the organization that is giving them a paycheck. Vampires often have domineering personalities, which means that they exert disproportionate negative peer pressure in their work units, and disproportionately influence the perception that customers and community have of the organization. They are squatters in the organization, drawing a paycheck while actually working against the best interests of their employer.

In order for there to be a culture of ownership, it is imperative that the organization's leadership have the courage to confront these Vampires and demand appropriate attitudes and behaviors, and discharge them if they do not comply.

When Dorothy killed the Wicked Witch by throwing a bucket of water on her, she was afraid the witch's soldiers would be mad at her; instead, they celebrated by singing (Ding Dong the Witch is Dead! Hail Dorothy!!!). It's often the same in the workplace: when a manager finally drums up the courage to discipline or discharge an emotional vampire, people who might once have been thought to be a part of that vampire's negative little clique instead ask "What took you so long?"

Toolkit Exercise #1-2: The Attitude Bell Curve

Looking at the bell curve below, what percent of your employees would you consider to be Spark Plugs, Zombies, and Vampires? How does that compare with the averages of 25-60-15 ratio found by organizations that study employee engagement? Being as candid as you possibly can, would front line workers in your organization make the same assessment?

THE ATTITUDE BELL CURVE

Vampire	Zombie	Spark Plug
Aggressively DisEngaged	Not Engaged	Actively Engaged
15%	**60%**	**25%**
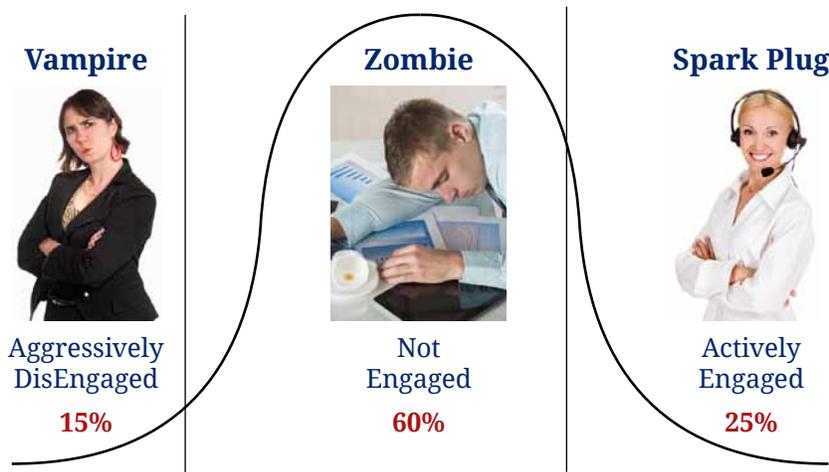
How Do You Compare to the Typical Organization?

Is the curve in your organization better or worse for the management team? If it's worse than the average—and especially if it's worse for the management team—you have a real problem on your hands. What actions can your management team take to shift the bell curve to the right by transforming Zombies into Spark Plugs and marginalizing the impact of Vampires by raising expectations, coaching and guidance, and (hopefully as a last resort) encouraging them to take their toxic attitudes to work for one of your competitors? As Jim Clifton said in his book *The Coming Jobs War*, a disengaged employee—and especially a disengaged manager—is a quality defect every bit as much as sending the wrong product to a customer or giving the wrong medication to a patient.

Attitude and Engagement Determine Perception

Gallup research suggests that people do not see the workplace as it is, they see the workplace as they are. People with a positive attitude are predisposed toward being intrinsically motivated and engaged; people with a negative attitude are predisposed toward rumor-mongering, finger-pointing, and avoiding real work. Gallup research also shows that positive employees are more likely to focus on challenges than they are frustrations, while negative employees actively seek out things to complain and gossip about. Positive and engaged employees are far more likely to perceive their relationships with supervisors and coworkers in a positive light, while for disengaged workers the reverse is true.

Furthermore, Gallup findings show that engaged workers are far more likely to be happy with their lives overall than are unengaged and actively disengaged workers; a culture of ownership is not only good for people's careers, it's also good for their personal lives and for their families. People do not see the workplace as it is—they see it as they are. The reality is that disengagement leads to a negative perception of the workplace and coworkers, and not that a bad workplace environment and unpleasant coworkers leads to disengagement.

People who are renting their spot on the organization chart, or claiming squatter's rights to a job to which they do not intend to give their best efforts—see the job description as a ceiling—a limit on what they are expected to do. People who own the work and take pride in their organizations see the job description as a floor—the minimum they expect of themselves, and to which they add their own individual efforts to make a difference in the lives of customers and coworkers.

> " It's easy to forget what the measurements [that we make in our organizations] are measuring. Every number—from productivity rates to salaries—is just a device contrived by people to measure the results of the enterprise of other people. For managers, the most important job is not measurement but motivation. And you can't motivate numbers."
>
> **James A. Autry:** *Love and Profit: The Art of Caring Leadership*

Disengagement negatively affects every aspect of your organization

Disengaged employees exert a disproportionate negative impact on every dimension of your organization including:

✔ *Product and service quality:* Disengaged people don't go home at the end of the day and read professional journals or books on how to do a better job at whatever it is they do—they go home and watch reality TV (and their image of what work is like comes from cynical shows like *The Office*).

✔ *Customer and patient satisfaction:* Someone cannot be a negative, bitter, cynical, sarcastic "pickle-sucker" in the break room and then instantly flip an inner switch when dealing with a customer or patient, and people see right through the fraud. (We call them "pickle suckers" because chronic complainers look like they're sucking on a dill pickle).

✔ *Workplace safety:* A substantial proportion of workplace accidents and patient care incidents come from simple inattention—from being disengaged. In our course on *The Twelve Core Action Values*, Core Action Value #3 is Awareness (the cornerstones are mindfulness, objectivity, empathy, and reflection). One of the most important things you can do to enhance workplace safety is to teach people how to be more mindful (and yes, that is a skill). One study showed that disengaged people are five times more likely to be involved in workplace mishaps.

✔ *Productivity:* Disengaged people don't work as hard or as smart as do people who own their work. At Southwest Airlines they "hire for attitude and train for skill"—and the airline has the highest productivity in the industry. One of Zappos 10 Core Values—do more with less—is a statement that inspires employee pride there but would be more likely to elicit a negative response in many organizations where the saying is seen not as a core value to be embraced by all by rather as a management mandate (or worse, a take-away).

✔ *Marketing image:* You can spend a million dollars on advertising and promotion and have it all go down the drain when one employee badmouths the company in a public place.

✔ *Turnover (wanted and unwanted):* A negative workplace will attract and retain negative people and repel positive people.

✔ *Job security:* This is the ultimate irony: when all of the above happens the company loses customers and revenue and the things that the Zombies and Vampires are most worried about—losing their jobs—becomes a self-fulfilling reality.

In his book *The Coming Jobs War*, Gallup Chairman Jim Clifton writes: "a miserable [aggressively disengaged] employee, particularly a miserable manager, is a defect— a defect for the company, the customer, and ultimately the country... Whatever the engaged do, the actively disengaged seek to undo, and that includes problem solving, innovation, and creating new customers." He goes on to say that "Going from 30 million engaged workers to 60 million engaged workers would change the face of America more than any leadership institution, trillions of stimulus dollars, or any law or policy imaginable." The implications of this for your organization are staggering!

If doubling the number of people who are engaged in their work could eradicate every substantial problem this nation faces today, imagine the impact it could have on your organization!!!

Work Disengagement is Life Diminishing

As harmful as it is for the organization, the real tragedy of employee disengagement is the impact on the employee him or herself (and most likely on that employee's family). As psychiatrist Edward Hallowell stated in a *Harvard Business Review* article (December, 2010).

> *Disengagement [is] one of the chief causes of underachievement and depression.*

Last year Americans spent more than ten billion dollars on anti-depressants, which are the number one medication being prescribed for employees through employee health programs at many organizations (most likely yours included). What Hallowell is saying is that simply by getting people to engage in their work and with their coworkers, we could dramatically reduce that cost while at the same time increasing the level of happiness. He's also saying that being disengaged in the work is strongly correlated to having a dysfunctional life outside of the workplace—and you intuitively know that's true, don't you? The most negative people at work are also in many (or most) cases the

ones in awful relationships, over their heads in debt, and bouncing from one personal drama to another.

When an organization makes a commitment to promote a culture of ownership, it is often the most negative people (or their families at home) who end up being the greatest beneficiaries. When someone can make the switch from being a negative, bitter, cynical, sarcastic pickle-sucker to being a positive, cheerful and optimistic person the results can be nothing short of miraculous (indeed, "miracle" is a word we hear fairly often from people who have changed their lives by making a commitment to live their values).

Rewiring Your Organization's Brain

One of the most exciting fields of neurobiology today is that of brain plasticity, which has to do with the ability of the human brain to rewire itself in response to internal and external stimuli. The first, and probably still the best, analysis of this phenomenon that's written in language the average person can understand is *The Mind and the Brain: Neuroplasticity and the Power of Mental Force* by Dr. Jeffrey Schwartz (with Sharon Begley). Dr. Schwartz describes how the brain can rewire itself through the power of directed thought and self-talk—thus giving a scientific underpinning to the things that philosophers (and motivational speakers) have been saying for over 2,000 years: your thoughts shape your reality.

Shortly after reading *The Mind and the Brain,* I had a long conversation with Dr. Schwartz. I told him about the *Janitor in Your Attic* exercise (we will cover this in Module #5) that we use to help people rewrite toxic inner dialog, and asked if it was possible that if someone consistently confronted negative self-talk with a mental cartoon character of a janitor wiping out mental graffiti, they could actually have the physiological effect of hardwiring out self-abusive chatter. His reply was "Absolutely!" He said "neurons that fire together wire together." Every time you think a thought or feel an emotion, there is a firing between two neurons and—as with any muscle in the body—the more that occurs, the stronger the connection becomes. And—as with any muscle in the body—when you change the thought pattern and stop making the neurologic connection, it begins to atrophy.

> " [W]e are seeing evidence of the brain's ability to remake itself throughout adult life, not only in response to outside stimuli, but even in response to directed mental effort. We are seeing, in short, the brain's potential to correct its own flaws and enhance its own capabilities."
>
> **Jeffrey M. Schwartz, M.D. and Sharon Begley:**
> *The Mind and the Brain: Neuroplasticity and the Power of Mental Force*

In the years since that conversation, I've heard from many participants in our values training classes that *The Janitor in Your Attic* is one of the most helpful things they've ever done for themselves. I myself have made huge changes in my own inner dialog with the help of my own mental Janitor (his name is Spike)—a process that is, of course, always ongoing. I am convinced that using Metaphorical Visualization techniques like *The Janitor in Your Attic* and *The Pickle Challenge* can bring about permanent rewiring of the brain.

> **Module 5 will describe *The Janitor in Your Attic*™ in detail, and include links to the "Morning Motivation" and "Evening Meditation" audio programs.**

That got me to wondering: do organizations have brain plasticity? If you could change the collective self-image, self-talk, and self-belief of a critical mass of people within an organization, would that be reflected in a more positive, productive, and resilient culture? I now know that the answer for the organization is the same as it is for the individual: Absolutely! Not only that, rewiring the organizational brain is essential if you want to break through the invisible ceiling that prevents you from reaching your organization's full potential.

There is an age-old debate in the psychology field as to which comes first—changes in attitudes or changes in behaviors. While my own personal philosophy is "why take a risk—work on both," there is growing evidence that changing what psychologists call "keystone habits" will inevitably have an impact on changing how we think and how we feel (for more on this concept see the book *The Power of Habit: Why We Do What We Do* by Charles Duhigg). More than anything, disengagement and toxic emotional negativity are the result of attitudinal bad habits. Many of the tools in this Toolkit—especially those in Module #5—are intended to help you foster more positive and constructive attitude habits, with the result being increased employee engagement and a stronger culture of ownership for the organization.

Intolerance for toxic emotional negativity

Emotional climate in the workplace is determined by what you expect and what you tolerate, and over time what you tolerate will dominate what you say you expect. A positive workplace culture begins with intolerance for toxic emotional negativity. As I said in my book **The Florence Prescription: From Accountability to Ownership**: "One toxically negative person can drag down morale and productivity of an entire work unit." When everyone on a work unit makes a good faith effort to break the complaining habit (and yes, it is a habit) it changes everything. I know of one 12-person hospital department where someone brought in a pickle jar and, in a good-humored way, they started fining each other a quarter for every instance of toxic emotional negativity. They raised more than $80 in one month—and you know they didn't catch them all! Both patient satisfaction and employee engagement went from the bottom quartile to the top ten percent by the time of the next reports.

Changing the keystone habits of an organization will inevitably change that organization's culture. Duhigg tells the story of how Paul O'Neill, who took over as CEO Alcoa in 1987 when the company was in deep financial trouble. Instead of focusing on sales, revenue, and profits (something that shareholders expected him to do) he focused on making Alcoa an accident-free company. As it turned out, influencing people to change habits related to safety ended up making the company not only safer, but much more productive and profitable. O'Neill's obsessive focus on safety resulted in record profits, and a quintupling of the value of Alcoa's stock.

The Left Brain Counts—the Right Brain Matters

To understand the difference between accountability and ownership, it's helpful to use the left-brain right-brain dichotomy as a metaphor. The post-World War II era was substantially left-brain dominant. Organizations were run by the numbers and business leaders said such things as "what gets measured gets done." They built organizations where the focus of performance was on accountability. It was a left brain world. Over the past decade or so, there has been (to use another overused cliché) a gradual paradigm shift toward a bicameral world where such right brain qualities as imagination, creativity, loyalty, and culture are seen as being equally, or more, important. This understanding is reflected when business leaders say such things as "culture eats strategy for lunch."—an aphorism that was coined by famous management guru Peter Drucker.

Albert Einstein said that the things which can be counted don't always count, and the things that cannot be counted often really do count. TQM guru W. Edwards Deming—the ultimate numbers guy—said that the most important number in any organization cannot be counted. More recently, in his book *A Whole New Mind* Daniel Pink writes about the transition from the information age (left brain) to the conceptual age (right brain). We colloquially use the left-right brain dichotomy to describe personality traits or professional interests: left brain is the logical and linear bean-counter, right brain is the emotional and creative poet. But it's also a useful construct for thinking about culture. For example:

✔ *Left brain is linear, right brain is relational.* In sales, left brain is going for the close; right brain is building relationships. In healthcare, left brain is fixing a broken body; right brain is recognizing that we also need to heal a hurting soul.

✔ *Left brain is rules, right brain is values.* When people buy into a common set of values, you don't need to have a huge rulebook (for example, the famous two-sentence employee policy manual of Nordstrom that tells employees to use their best judgment in every situation, and states that there will be no additional rules); in the absence of shared values, however, you need to have lots of rules (the IRS comes to mind).

✔ *Left brain is management, right brain is leadership.* Management is a job description; leadership is a life decision. Some of the most effective leaders in any organization don't have a management title—they lead through effort, example, and influence. In today's complex and competitive world, we need leadership in every corner, not just in the corner office. In Module #6 we will go in greater depth into the transition from transactional leadership to transformational leadership.

✔ *Left brain creates plans, right brain inspires people.* One reason so many SWOT analyses fail to build upon strengths, compensate for weaknesses, pursue opportunities, and protect against threats is that the left-brained managers who put them into those ubiquitous three-ring binders didn't go out onto the shop floor

or up onto patient care units to inspire people to take ownership for "the plan." For more on this see David Maister's book *Strategy and the Fat Smoker: Doing What's Obvious But Not Easy*. Maister says that the challenge of strategy is not so much figuring out what to do—e.g. quit smoking or lose weight; sell great products and give great service—but rather inspiring people to rise to that challenge.

✔ *Left brain optimizes, right brain innovates.* Most TQM and productivity improvement processes are of the left brain—making current processes leaner and meaner. Creativity, on the other hand, rests on a foundation of curiosity and courage, which are both attributes of the right brain. As important as process improvement is, without a right brain complement it can very quickly reach a point of diminishing returns.

✔ *Left brain can be measured but not seen, right brain can be seen but not measured.* What does ROI or the bottom line look like? That's a nonsensical question. ROI and the bottom line are just statistical abstractions that can be measured but which have no physical presence. What do pride and caring and enthusiasm look like? You can't measure them, but you certainly can see them (or their absence) the instant you walk into an organization.

✔ *Left brain is a given, right brain is a choice.* You cannot wake up in the morning and decide to be an accountant or a brain surgeon that day. Except over the long term, left brain qualities are fixed. But each of us chooses the attitude with which we approach our work, and the emotions we project onto coworkers. This is essential to understand because you can much more quickly and effectively influence choices (right brain) than you can givens (left brain).

✔ *Left brain is inert, right brain is contagious.* I once spent four days traveling with the chief financial officer of a Fortune 500 company; I did not "catch" one iota of chief financial officering ability (though I certainly tried!). But we've all seen someone walk into a room and almost instantly infect everyone with their emotions, for better or worse. Most right brain qualities such as enthusiasm, optimism, courage, curiosity, and passion are more contagious than flu bug in a kindergarten class—as are their negative counterparts of sourness, pessimism, fear, mindlessness, and cynicism.

✔ *Left brain can be left at work, right brain comes home with you.* You can let a briefcase full of spreadsheets sit unopened in the corner while you read a book or play with the kids, but it takes a real effort to leave behind the exhilaration of a great day or the frustration of a terrible day. Exhilaration you take home and share with your family, frustration you take home and dump on your family.

✔ *Left brain is what you do, right brain is who you are.* If someone moves into a new community, they might go to the yellow pages to select an insurance agent. But over time, they will stay with that agent because they know, like, trust and respect him or her as a person—because of who they are. Likewise, a nurse will take a job with a hospital because that hospital happens to have a vacancy in his or her specialty area, but they will decide whether or not to stay with that hospital over time because of the intangibles of the organization's invisible architecture of core values, corporate culture and emotional environment.

✔ *Left brain recruits, right brain retains.* You recruit people with the "honey" of pay and benefits, responsibilities and opportunities for advancement, and other measurable aspects of the job. But you retain them because they're passionate about their work, they love the spirit of fellowship in their work unit, and because they feel important. A carpenter might leave a construction company for more money, but he won't walk away from a Habitat for Humanity project in a pay dispute.

An organization in which there was strict accountability without any sense of ownership would be a dreadful place to work. An organization in which everyone had a sense of ownership but in which there was no accountability would be chaotic. Today's world demands accountability—but in a culture of ownership that accountability is inner-generated. In a culture of ownership, people *hold themselves accountable* because they buy-in to the values, mission and vision of the organization.

Quantum leaps in productivity, customer satisfaction, and employee morale won't be gained by more effectively executing left brain strategies. Many of these approaches have reached, or are reaching, a point of diminishing returns. In the future, right brain qualities like creativity, passion, connectability, daring, and determination will provide the most important sources of competitive advantage. And these right brain qualities will be substantially influenced by the Invisible Architecture of your organization.

Honey and Glue—because "recruitingandretention" is not just one word

In the subtitle of his book *The Loyalty Effect*, Frederick Reichheld calls employee loyalty "the hidden force behind growth, profits, and lasting value." In today's economic climate, where many organizations are looking to reduce employee head count, it's easy to lose sight of the fact that by all expert accounts, within the next 5-10 years there will be a serious shortage of trained and talented people. These projections are reflected in book titles like *Impending Crisis: Too Many Jobs, Too Few People* (Roger Herman et al), *Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent* (Ken Dychtwald), *The 2010 Meltdown: Solving the Impending Jobs Crisis* (Edward Gordon), and *The Coming Jobs War* (Jim Clifton). Whatever short-term exigencies might be required to manage labor costs, responsible leaders must keep an eye toward recruiting and retention needs of the future.

In considering future needs for recruiting and retention, it is frequently overlooked that these are two entirely distinct processes—a fact often missed even by seasoned HR professionals. At Values Coach, we call this the "Honey and Glue Effect." Organizations recruit with "honey"—the left brain inducements of pay and benefits, job title and status, opportunities for advancement and so forth. But those things do not earn employee loyalty. An employee who joins an organization only for these sorts of measureable benefits will eventually leave when someone else offers them more. Loyalty is earned with the "glue" of shared values, commitment to the mission and to coworkers, a spirit of fellowship on the job, and other such right brain intangibles.

People with pride of ownership, who have bought-in to the values, purpose, and vision of the organization, are held with glue-bound loyalty. People who are only accountable must have their tenure purchased and re-purchased with the honey of pay, benefits, and status or they will eventually be lured by more honey (money) elsewhere.

Toolkit Exercise #1-3: The Culture Assessment Survey

Administering the Culture Assessment Survey to all employees will help you gain a better perspective on what people think of your culture, of the degree to which there is consistency in these perceptions, and areas requiring leadership intervention. A survey can be downloaded from the password protected client page at the **Cultural Blueprinting** website or by clicking on this link. Feel free to modify this survey to more appropriately fit your organization. Encourage as close to 100% participation as possible.

When you get results, how do you compare with results from the Values Coach client organization that are summarized on the second page following?

> " If your culture is clear, positive, and strong, then your people will buy into your ideas and cause and, most important, will believe what they do matters and that they can make a difference. That positive enthusiasm and energy will spread like perfume. On the other hand, if your culture is dysfunctional—chaotic, combative, or indifferent—employees will most likely spend more time thinking about why the people sitting next to them should be fired than getting fired up themselves."
>
> **Adrian Gostick and Chester Elton:**
> *All In: How the Best Managers Create a Culture of Belief and Drive Big Results*

Organizational Culture Assessment Survey

This survey is meant to help you assess the cultural environment in our workplace. Please take time to provide an honest response to the statements listed below. Your input is important to us as we think about the "Invisible Architecture" of our organization.

	Strongly Disagree				Strongly Agree
Our people are creative, productive, and enthusiastic about work and their own personal and professional development.	1	2	3	4	5
Our people are fully engaged in their work and committed to the mission of our organization.	1	2	3	4	5
Our people know the values of this organization, and are committed to assuring that those values are reflected in the way that they do the work they do.	1	2	3	4	5
Our people reflect positive attitudes, treat others with respect, and refrain from complaining, gossiping, or pointing fingers.	1	2	3	4	5
Our people assume informal leadership roles by setting examples of positive team-building and motivation for others.	1	2	3	4	5
Our people help coworkers, friends, and family members deal with frustration and adversity in a positive and constructive manner.	1	2	3	4	5
Our people are role models of positive leadership in representing our organization in a positive light for the community at large.	1	2	3	4	5
Our people reach out as teachers and a role models to the parents and children of our community, helping them develop the practical skills essential to succeed in today's world.	1	2	3	4	5
Our people effectively manage change and are advocates for progress.	1	2	3	4	5
Our people feel a great sense of pride in being a member of our team.	1	2	3	4	5

This and all other worksheets, schematics, and exercises included in the *Cultural Blueprinting Toolkit* can be downloaded from the client page of the **www.culturalblueprint.com** website.

Sample Results from a Values Coach Client

	Strongly Disagree				Strongly Agree

Our people are creative, productive, and enthusiastic about work and their own personal and professional development.
3.29 (66)
1 2 ③ 4 5

Our people are fully engaged in their work and committed to the mission of our organization.
3.22 (64)
1 2 ③ 4 5

Our people know the values of this organization, and are committed to assuring that those values are reflected in the way that they do the work they do.
3.33 (67)
1 2 ③ 4 5

Our people reflect positive attitudes, treat others with respect, and refrain from complaining, gossiping, or pointing fingers.
2.75 (55)
1 2 ③ 4 5

Our people assume informal leadership roles by setting examples of positive team-building and motivation for others.
3.23 (65)
1 2 ③ 4 5

Our people help coworkers, friends, and family members deal with frustration and adversity in a positive and constructive manner.
3.78 (76)
1 2 3 ④ 5

Our people are role models of positive leadership in representing our organization in a positive light for the community at large.
3.58 (72)
1 2 3 ④ 5

Our people reach out as teachers and a role models to the parents and children of our community, helping them develop the practical skills essential to succeed in today's world.
3.54 (71)
1 2 3 ④ 5

Our people effectively manage change and are advocates for progress.
3.37 (67)
1 2 ③ 4 5

Our people feel a great sense of pride in being a member of our team.
3.56 (71)
1 2 3 ④ 5

Overall Average 3.39 (68)
Modal response is circled; average and percentile rankings in bold.

You can download this exercise from the Cultural Blueprinting Toolkit website.

Interpreting the results

When the leadership team saw the 3.39 overall score, they were disappointed but not surprised. People were especially concerned with average response of just 2.75 on the fourth item that reads: "Our people reflect positive attitudes, treat others with respect, and refrain from complaining, gossiping, or pointing fingers." They were also concerned that they had not achieved an aggregate score higher than 4.0 on any single category. Here are a few other observations that were made during the debriefing conversation:

- They do best on elements related to being proud of the organization and supportive of coworkers, but still with significant room for improvement.

- The biggest challenges related to attitude in the workplace. In the discussion on this subject they frequently used phrases like "disengaged" and "burned out."

- This organization has just four core values that spell out a simple and easy acronym, yet based on this survey a substantial proportion of employees did not know those values. (In fact, fewer than half of the participants in a management retreat knew those values by heart!).

This is an organization with an excellent reputation and solid customer satisfaction scores. Just think how much better they would be if their scores on these employee surveys were all in the 4.0+ range!

How do you think the people who work in your organization will rate your culture on these questions, and how will you compare with this organization?

Toolkit Exercise #1-4: Transforming Your Vision of the Ideal Culture into a Memory of the Future

The webinar for Module #1 describes the 6-A's for creating a "Memory of the Future" for your ideal Invisible Architecture. This is an ideal group exercise that can be conducted as follows. In several sentences, how would you describe each of the six "A's" for your organization (or for your part of the organization):

Aspiration: What are the one or two things you most aspire to be great at? Avoiding the use of boilerplate ("We aspire to be Best in Class, blah, blah, blah, . . ."), describe what the culture of your organization would be if you could wave a magic wand and make it happen.

Articulation: How do you use values statements, mission statements, and informal dialogue to articulate that dream? How can you use written documents, graphic images, informal dialogue such as town hall meetings, and other communication methods to articulate that vision and to gain input and ownership for it.

Affirmation: In Module #5 we will discuss the power of affirmation for personal transformation; for purposes of creating the ideal culture for your organization, what communication tools can you use to create positive belief in the inevitability of that vision unfolding? How do you use management reports, town hall meetings, screen savers, and other communication vehicles to affirm that dream? How assertive are you in asking people to participate in fostering a more positive culture, and holding them accountable for it?

Asking: In their book *The Aladdin Factor*, Jack Canfield and Mark Victor Hansen say that the answer will always be yes if you ask the right question of the right person at the right time (this is what they call The Aladdin Factor). Any significant accomplishment will require you to ask others for help. Whose help do you need to achieve positive culture change and how (and when) will you ask them for that help?

Action: What are five actions you can take right now to galvanize cultural transformation, and what are five actions you could take to sustain your momentum (*The Self-Empowerment Pledge* is an excellent tool for both).

Adapting: What challenges, both external and internal, can you anticipate that might affect, in either a positive or negative way, the process of bringing about this transformation? As Yogi Berra reminded us, the future ain't what it used to be!

An affirmation bulletin board featuring The Self-Empowerment Pledge and the Never Fear, Never Quit mini-poster from Values Coach at Alverno Clinical Laboratories in Hammond, Indiana

In the webinar for this module I describe an exercise we often do in workshops to help people turn personal goals and dreams into their own Memory of the Future. I have them use colored markers to draw a picture of that dream on the front of a t-shirt so they can wear it next to their hearts. This exercise can be easily adapted to serve as a catalyst for brainstorming sessions on visualizing the ideal culture of your organization. The back of the t-shirt has good advice for every one of us:

**Define your future by your dreams and not by your memories;
by your hopes and not by your fears**

Questions to spark your thinking on accountability and ownership

> " The way that we pose our questions often illusorily limits our responses... The way we think our thoughts illusorily limits us to a perspective of either/or."
>
> **Gary Zukav:** *The Dancing Wu Li Masters*

✔ It's not accountability *or* ownership; to be a great organization you need both. As an organization, how good a job do you do of holding people accountable for performance expectations? How good a job do your people do for taking ownership for their attitudes, behaviors, relationships and results?

✔ What is the biggest barrier in your organization to enhancing employee engagement?

✔ What policies or procedures get in the way of increasing employee engagement, and how can you go about dismantling those that are unnecessary (or not legally required)?

✔ Working toward a culture of ownership where people are encouraged and empowered to take initiative is often a chicken-and-egg process in which managers must give up control to people who have not yet shown that they can or will accept responsibility; what are first steps you can take to get that ball rolling?

✔ Earlier Gallup chairman Jim Clifton was quoted as saying that doubling the number of engaged workers would eliminate every serious problem in the country; what would be the impact on your organization of doubling the number of Spark Plug people?

✔ What is the single most important step you can take to double the number of Spark Plug people in your organization?

✔ Do you have a consistent management approach to dealing with people who have acceptable, or even excellent, technical skills but who poison the workplace environment with toxic emotional negativity?

✔ Do you have a culture of optionality in which people who do not buy into the values or live according to your cultural expectations are allowed to draw a paycheck because they get the work done (or because they warm a chair in the break room)?

✔ How much of your turnover is the result of good people leaving for better opportunities vs. poor performers or people with a poor attitude being asked to leave? What does this tell you about the accountability level in your organization?

One more thing: How to know if your organization is in decline

In his book *How the Mighty Fall* Jim Collins wrote that you know a company is in Stage 4 decline (the stage just before the slide into oblivion or irrelevance) when "people cannot easily articulate what the company stands for; core values have eroded to the point of irrelevance; the organization has become 'just another place to work', a place to get a paycheck; people lose faith in their ability to triumph and prevail. Instead of passionately believing in the organization's core values and purpose, people become distrustful, regarding visions and values as little more than PR and rhetoric."

Many if not most of the business scandals of the past decade were not so much technical or strategic failures as they were the consequence of betrayed values and flawed cultures. A slide in the webinar for Module #2 on Core Values lists more than twenty significant corporate scandals that were the result of core values having eroded—and in many cases, as Collins would have predicted, those companies are either no longer in existence (e.g. Enron, WorldCom, etc.) or are struggling to restore their previous luster (e.g. Hewlett-Packard, Johnson & Johnson, etc.).

> " An absence of overriding personal ambition together with shrewd common sense are among the essential components of wisdom… [There are two common] characteristics of folly: it often does not spring from a great design, and its consequences are frequently a surprise. The folly lies in persisting thereafter."
>
> **Barbara Tuchman:** *The March of Folly*