

# CULTURE EATS:

**operational excellence for breakfast,  
strategy for lunch,  
and everything else for dinner!**

**Pete Pritts, CEO  
Corporate America Credit Union**

# Positive Culture Drives Positive Results!

## Harvard University Study

- ▶ More than 200 organizations
- ▶ 11-year study
- ▶ **Strong cultures increased net income by 756%**



# Korean Flight 801



# Flight 801 Culture

- ▶ Do as you are told
- ▶ Don't think or contribute
- ▶ **DO NOT** question authority

# Flight 801

**Do you want to feel like the smartest most powerful person?**

**Are you all about you?**

***Or do we wish to attain desired results?***

# Flight 801

**Result: 228 of 254 died**

**Korean Airlines determined that it needed a  
CULTURE Change!**

# POSITIVE CULTURE

- ▶ **Safety** – Team feels connected, secure, free to express with candor
- ▶ **Vulnerability** – Team looks beyond status in order to overcome hardships and address challenges
- ▶ **Purpose** – Team knows where they stand, are clear on desired results, and believe the future is promising
- ▶ **Hire Good Apples** – Hire carefully – Remove Quickly

# Korean Airlines Flight 801

- ▶ **Safety** – Team feels connected, secure, free to express with candor - **FAILURE**
- ▶ **Vulnerability** – Team looks beyond status in order to overcome hardships and address challenges - **FAILURE**
- ▶ **Purpose** – Team knows where they stand, are clear on desired results, and believe the future is promising
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# United Airlines Flight 232



# United Airlines Flight 232

**Results: 185 people survived including the entire crew**

# POSITIVE CULTURE

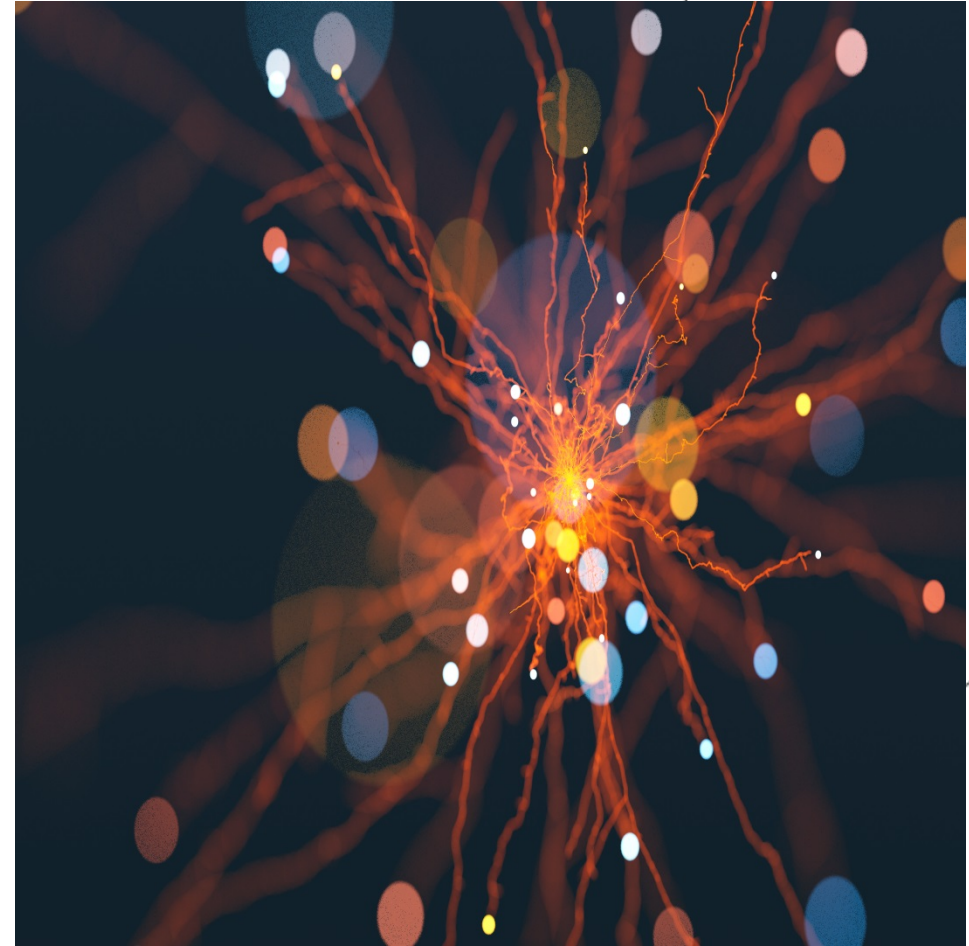
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# Untied Airlines Flight 232

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# Positive Culture Chemistry

- ▶ Everyone Feels Safe
- ▶ Powerful Connection
- ▶ Encourages:
  - ▶ Collaboration
  - ▶ Open minds
  - ▶ Cooperation
  - ▶ Effectiveness
  - ▶ Creativity



# The Marshmallow Challenge

MBA's

vs.

Kindergartners!





# The Marshmallow Challenge

- ▶ 20 pieces of uncooked spaghetti
- ▶ One yard of transparent tape
- ▶ One yard of string
- ▶ 1 standard size marshmallow



# The Marshmallow Challenge

- ▶ MBAs
  - ▶ < 10 inches
- ▶ CEOs
  - ▶ 22 inches
- ▶ Kindergartners
  - ▶ 26 inches

Not a one  
time event -  
same result  
numerous  
times!

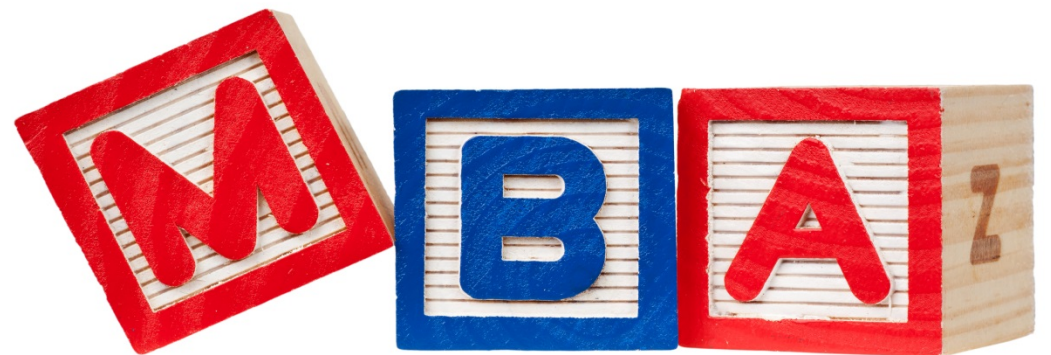


# Kindergartners Win WHY/HOW?

## ▶ MBAs

### ▶ Engaged in “Status Management”

- ▶ Who is in charge?
- ▶ Is it okay to criticize?
- ▶ What are the rules?



# Kindergartners Win

## WHY/HOW?

- ▶ Kindergartners
  - ▶ Appeared disorganized, yet were effective
  - ▶ Moved quickly spotting problems
  - ▶ Short bursts of commentary – all spoke
  - ▶ Not competing or seeking recognition or status
  - ▶ Experimented, took risks

**Results: “Ks” outperform MBAs & CEOs**

# Kindergartners

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# Seal Team 6



# Seal Team 6 Culture

- ▶ Challenged authority – even though overruled
- ▶ Contingency planned & contingency prepared
- ▶ Established purpose - desired results were clearly articulated to the team
- ▶ A culture of confidence & belonging - chemistry

**Result: Successful Mission**

# Seal Team 6

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# Culture Defined

## dictionary.com

- ▶ “the customs, arts, social institutions, and achievements of a particular nation, people, or other social group”
- ▶ “CULTUS” Latin, means “CARE”



# Leaders

**Leadership** – influencing and inspiring

- ▶ People take action because they want to take action

**Management** – ensuring that systems and practices are in place

- ▶ People take action because they are instructed or required to take action





# Actions Driving a Positive Culture

- ▶ Build a Safe Environment
  - ▶ **Safe** to challenge authority, current practices – anything!
  - ▶ **Safe** to fail fast, fail forward
  - ▶ **Safe** to learn from mistakes
  - ▶ **Safe** to grow from mistakes

# Actions Driving a Positive Culture

## Share Vulnerability

- ▶ Open with Fears
- ▶ Share Worries
- ▶ Value Input & Collaboration
- ▶ Get to a Better Decision



# Actions Driving a Positive Culture

## Establish Purpose

- ▶ Ensure the team clearly understands the mission
- ▶ Ensure the team is confident in a promising future
  - ▶ Collaborate
  - ▶ Listen
  - ▶ Seek Input

# Bad Apples & Good Apples

Will Felps

University of  
South Wales in  
Australia





# Bad Apples & Good Apples

## Bad Apples Influence



## Good Apples Influence



**Recruit Good Apples!**

# A Positive Culture

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# “CULTURE”

is a set of living relationships working toward a shared goal. It’s not something you are – it is something you do.






**A C T I O N**

**REQUIRED**





It is amazing what you can  
accomplish if you do not  
care who gets the credit.

Harry S. Truman