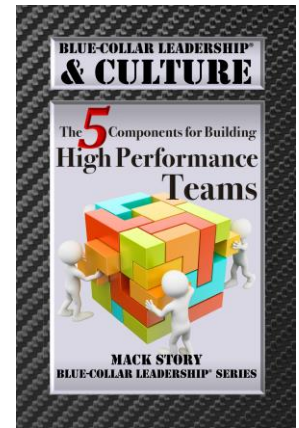


Blue-Collar Leadership® & Culture

The 5 Components for Building High Performance Teams by Mack Story



When it comes to attracting and retaining top talent, **CULTURE IS KING.**

1. THE COST OF CULTURE

*“When trust goes down, speed will also go down and costs will go up.
When trust goes up, speed will also go up and costs will go down.” ~ Stephen M. R. Covey*

- a. Every team member wants a great leader.
- b. Every leader wants great team members.
- c. The **Engagement** Dilemma:
 - Numerous research studies reveal only 30-35% of employees consider themselves engaged.
 - Employee engagement starts with engaged **leadership**. Disengaged employees are a **symptom** of disengaged leaders at one or more levels in your organization.
- d. The **Retention** Dilemma:
 - Two types of competition: 1) Those in the same industry who want to steal your **customers**; and 2) Those who may or may not be in the same industry who want to steal your **people**.
- e. The **Turnover** Dilemma:
 - Employees are primarily interviewed, selected, and hired based on their **competency**. However, most employees are terminated based on **character**.

*“Imagine the personal and organizational cost of failing to fully engage the **passion**, **talent**, and **intelligence** of the workforce. It is far greater than all taxes, interest charges, and labor costs put together.” ~ Stephen R. Covey*

2. THE FOUNDATION OF CULTURE

*“Greatness is achieved by using resources to help people; not using people as a resource.”
~ Captain L. David Marquet, U. S. Navy*

- a. Merriam-Webster defines culture as, “the set of shared attitudes, **values**, goals, and practices that characterizes an institution or organization.”
- b. “Values” is the key word because your values are the underlying foundation which fuel your **thoughts**.
- c. Thoughts produce your **emotions** which influence your **choices**.
- d. Choices lead to your **results** which determine your **circumstances**.
- e. The culture of an organization can be traced back to a single root cause: the **top leader’s values**.
- f. Leaders who value **developing** others attract **great** people. Leaders who don’t develop people **struggle** to find **good** people.

“The culture of any organization is shaped by the worst behavior the leader is willing to tolerate.” ~ Gruenter and Whitaker

3. THE IMPACT OF CULTURE

“I think the most important and difficult thing is to create a culture in the organization where leadership is really important. It’s important for people in the company to realize that this is a growth-oriented company, and the biggest thing we have to grow here is you, because it’s you who will make this company better by your own growth.” ~ Jim Blanchard

- a. Listen to the voices of those who are losing the **labor** war:
 - “We just can’t find any good people.” As if...there **aren’t** any good or great people.
 - “Due to the low unemployment rate, there just aren’t any good people left.” As if...the only people who can be **offered** a job are those **without** a job.
 - “In today’s labor market, those who want to work are already working.” As if...those who are working at one place can’t **decide** to work at a **different** place.
 - “When we do get good people, they won’t stay.” As if...the problem is **always** with the people and **never** with their leaders.

- b. Those who work in your organization will **determine** who wants to work in your organization.
- c. Your culture is always **attracting** certain types of people and **repelling** others.

“If we lose sight of people, we lose sight of the very purpose of leadership.” ~ Tony Dungy

4. BECOMING A SOUGHT AFTER EMPLOYER

“Leaders set the standard – both by how they lead and by what they do –they are the guardians of, and must be held accountable for, the culture.”

~ Charles G. Koch, CEO Koch Industries

- a. Becoming a sought after employer means: Great people who don't work at your organization become **aware** of and are **attracted** to your organization, and most importantly, they have a **strong desire** to work there.
- b. By great people, I mean **top talent**. By top talent, I mean people who not only have exceptional, well-developed competency (experience, knowledge, abilities), but also people who have exceptional, well-developed **character** (integrity, humility, trustworthy, responsible).
- c. Culture counts. And, it counts a lot. Culture doesn't just happen. It is created, **good** or **bad**, by the everyday **choices** leaders and their teams are making.
- d. Becoming a sought after employer is the end **result**, not the starting point.
- e. Becoming a sought after employer is not about doing something different. That's easy. It's about **being** something different. That's not so easy.
- f. **Before** you can become a sought after employer, you must **become** an employer of choice.

“In a culture of strong character, the people inside the company will feel protected by their leaders and feel that their colleagues have their backs. In a culture of weak character, the people will feel that any protection they have comes primarily from their own ability to manage the politics, promote their own successes, and watch their own backs.” ~ Simon Sinek

5. BECOMING AN EMPLOYER OF CHOICE

*“At Chick-fil-A®, leaders **SERVE**, which means they do five things: **See** and shape the future; **Engage** and develop others; **Reinvent** continuously; **Value** results and relationships; **Embody** the company values.” ~ Dee Ann Turner, Chick-fil-A® VP Talent (Ret.)*

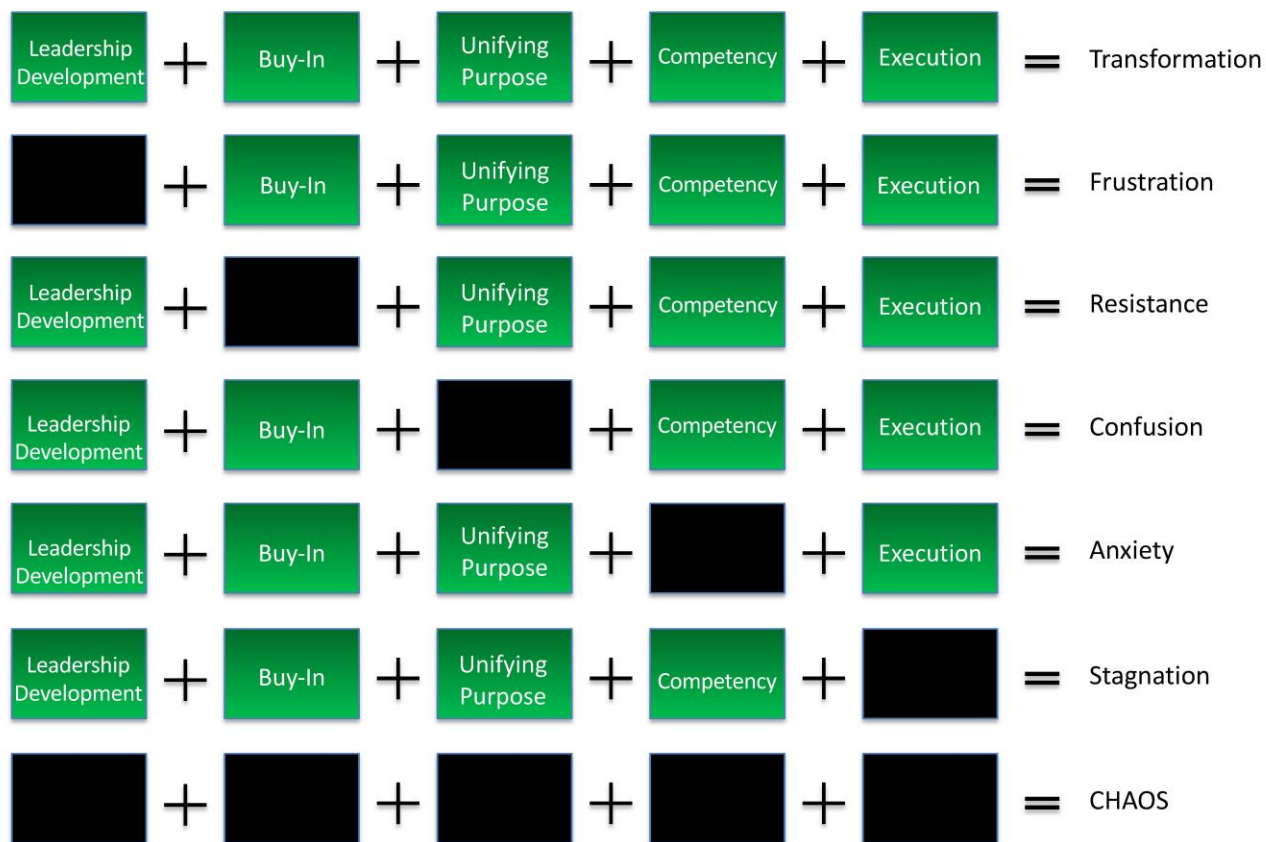
- a. Becoming an employer of choice means: **The people who are currently working in your organization have a very strong desire to continue working there** because they’re **excited** about their **future** within the organization, there are frequent **growth** and **development** opportunities, they are consistently challenged to get better in **positive** ways, they feel **valued** by their **leaders** and their **team**, they have meaningful **relationships** with their co-workers, they feel **good** while on the job, and equally as important, they feel good about themselves and their **leaders** at the end of each day.
- b. To become **highly effective** at competing with those who want to steal your people, you must become an employer of choice. Otherwise, you’ll find yourself on the losing end of the labor war, especially relative to **attracting great people**.
- c. The culture within your organization is **negatively** or **positively** impacting those within the organization. The key point is to understand the **people inside** your organization are constantly providing the most influential type of advertising about your organization and the leaders within it: **word of mouth advertising**.
- d. What is your team saying about the leaders and the organization?
- e. How do you **impact** what is being said? What needs to **change**?

“It can be far more difficult to overcome success than adversity...There’s a tendency for many in successful companies to rest on their laurels and become complacent, self-protective, and less innovative. In such bureaucratic cultures, employees can survive only by running with the herd. Decline sets in.” ~ Charles G. Koch, CEO Koch Industries

6. THE TRANSFORMATION EQUATION

“Change starts with ‘what is’ and attempts to keep what is working intact and eliminate what is not, transformation simply starts with ‘nothing’ and is led by a vision of the whole as if it were to be created from scratch today. The former views today as an extension of yesterday and tries to make the most of what is. The latter sees today as the beginning of tomorrow and shapes today’s circumstances as a solid foundation for what will be.” ~ Amir Ghannad

The Transformation Equation



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- Leadership Development comes first in the equation because it is absolutely the **most important** component. It is the **foundation**.
- Leadership development, or the lack of it, determines the leader’s **ability** to **transform** the culture.
- Execution comes last because it **requires** all of the other components.

“You can’t create a high trust culture unless people perform.” ~ Craig Weatherup

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