Fifth annual

KELLOGG MARKETING leadership SUMMIT

Cultural Transformation for Growth in the Digital Age
Culture Matters (especially to CMOs)
Looking back

2011 – Spicy Leaders

2012 – Big Data

2013 – CMO Redefined

2014 – Potential

Elements of Executive Potential
- Curiosity
- Determination
- Insight
- Engagement
Defining culture
Defining culture

• Patterns of **shared values and beliefs** that over time produce behavioral norms adopted in solving problems.¹

• **Culture is a body of solutions to problems** that have worked consistently and are taught to new members as the correct way to perceive and feel in relation to those problems. The sum of these shared philosophies, and norms **bind the organization together**.²

• **Culture is the way** people are taught to perceive the world and to **behave in it**. It reflects shared beliefs and values.

**Intentionally or not, organizational culture is created by leadership.**

¹ Hofstede, Neuijen, Ohayv & Sanders, 1990; Owens, 1987
² Schein, 1990
What is organizational culture?

https://vimeo.com/140737444
Evaluating culture
Evaluating culture on four key dimensions

- **Clarity of Direction**: Refers to the clarity an organization has of its vision and goals at the stakeholder, team and individual level.

- **Performance Drive**: Refers to the ‘why things are done’ (motivation) and ‘how things are done’ (execution).

- **Learning and Renewal**: Refers to how flexible the organization is and how it adapts to learning and experience.

- **Organizational Orientation**: Refers to the leadership style, communication climate, decision-making and values.
Our Culture Diagnostic: Mapping current culture to desired culture

Fosters greater understanding, alignment and success when shaping a new culture

Gather input from all layers of the organization

Report findings to frame strategy for achieving desired culture
Culture Diagnostic: Performance Orientation

Results are more important than rules, standards and procedures

There is an on-going monitoring of achievements against objectives

We react to customers rather than pro-actively addressing their needs

Decisions tend to be intuitive and not based on detailed analysis and discussion

Strategic direction and pace/urgency are driven by the leadership team

There is a culture of accountability in the organisation

Fact-based analysis and external benchmarking is used to deliver higher levels of performance
Culture as a marketing tool
Creating a culture that drives your brand

- **Fostering Performance Ethic**
  - Set transformational targets
  - Systematic and relentless execution (process control, not quality control)
  - Adopt few, but targeted metrics
  - Undo the budgetary straitjacket

- **Creating a Passion for Renewal**
  - Organizational humility (commitment to fact-based decision making and organizational learning)
  - Commitment to innovation
  - Desire to seek or create new niches
  - Adding value through acquisition
  - Alignment of brand/cultural values of the organization

- **Enabling Leadership Liberation**
  - Align talent with the right cultural attributes
  - Cultural and operational symmetry
  - Fact-based decisions
  - Root-cause analysis
  - Favor strategic leaders with attention to detail
  - Exhibit energy and drive
  - Collaborate freely
The culture/brand dynamic

Culture is your most foundational brand channel.