

THE
CULTURE
SECRET
WORKBOOK



The Ultimate Guide to Empower People and
Companies No Matter What You Sell

DR. DAVID VIK



GREENLEAF
BOOK GROUP PRESS

Published by Greenleaf Book Group Press
Austin, Texas
www.greenleafbookgroup.com

Copyright ©2013 David Vik
All rights reserved.

No part of this book may be reproduced, stored in a retrieval system, or transmitted by any means, electronic, mechanical, photocopying, recording, or otherwise, without written permission from the publisher.

Distributed by Greenleaf Book Group LLC
For ordering information or special discounts for bulk purchases, please contact Greenleaf Book Group LLC at PO Box 91869, Austin, TX 78709, 512.891.6100.

Design and composition by Greenleaf Book Group LLC
Cover design by Greenleaf Book Group LLC

Publisher's Cataloging-In-Publication Data
(Prepared by The Donohue Group, Inc.)
Vik, David.

The culture secret workbook : the ultimate guide to empower people and companies no matter what you sell / David Vik.—1st ed.

p. ; cm.

Issued also as an ebook.

ISBN: 978-1-62634-015-2

1. Employee empowerment—Problems, exercises, etc. 2. Employee retention—Problems, exercises, etc. 3. Corporate culture—Problems, exercises, etc. I. Title.

HD50.5 .V552 2013
658.4/02/076

2013934671

Part of the Tree Neutral® program, which offsets the number of trees consumed in the production and printing of this book by taking proactive steps, such as planting trees in direct proportion to the number of trees used: www.treeneutral.com



Printed in the United States of America on acid-free paper

13 14 15 16 17 10 9 8 7 6 5 4 3 2 1

First Edition



CONTENTS

- v **Welcome to *The Culture Secret Workbook***
- 1 **Chapter 1: Vision**
This Is What We Are Doing
- 14 **Chapter 2: Purpose**
This Is Why We Are Doing It
- 25 **Chapter 3: Business Model**
This Is What Will Fuel Us
- 37 **Chapter 4: Unique/WOW Factors**
This Is What Makes Us Stand Out
- 47 **Chapter 5: Values**
This Is What We Care About
- 57 **Chapter 6: Culture**
This Is What Is and What Could Be
- 71 **Chapter 7: Leadership**
This Is Empowering and Passing the Torch
- 81 **Chapter 8: Human Resources/Human Empowerment**
This Is the Group of Champions
- 89 **Chapter 9: Customers and Customer Service**
This Is Essential to the Process
- 98 **Chapter 10: Brand**
This Is What They Say About Us
- 105 **Chapter 11: Experience and the Emotional Connection**
This Is the Pot of Gold if We Do It Right
- 113 **Congratulations!**

Welcome to *The Culture Secret* Workbook!

Congratulations for making this investment in your company's Culture—one that will secure the successful future of your employees and company! This workbook is designed to help your employees and company to reach their full potential.

If you follow the steps outlined in the eleven sections of this workbook, you can help secure your company's success by creating a Culture that not only attracts loyal employees and customers, but also ensures that you have made the shift to the Information Age and are in alignment with the wants, needs, and demands of employees and customers.

This workbook contains some material from the book *The Culture Secret*, plus new information, examples, and exercises that will help you create your own unique Culture. By reading about how other companies have created a great Culture and by going through the process yourself through the exercises included in each section, you'll get a better "feel" for what it takes to create your own unique Culture.

In the first five sections, you'll learn how to come up with a great Vision, Purpose, Business Model, Unique/WOW Factors, and Values. These are the five crucial structures that will create the foundation of your Culture, and you'll read about how other companies went through the thought and decision-making process to create their own unique Culture. Creating your own unique Culture structures will require a good amount of creation and alignment, so the first five sections of this workbook are therefore longer than the last six, which have been created to bring your Culture to life!

The sixth section focuses on how these structures come together to form the Culture itself. And in the final five sections, you'll look at five key aspects of Culture—Leadership; Human Empowerment; Customers and Customer Service; Brand; and Experience and the Emotional Connection—and how you can implement them in your company in a way that supports a great and unique company Culture.

Have fun as you work through these sections, and enjoy creating your unique Culture—the rewards are incredible for your employees, customers, and company, to say the least!

Love,
Doc

1

VISION

This is what we are doing.

Objective:

To create a great Vision for your company. The Vision is the starting point of a great Culture. It will be an important part of your Culture blueprint for what you are going to create. The Vision will also act as a North Star or a guiding light that will help align the thoughts, decisions, and actions of employees.

McPherson Aerosol Can Company was stuck in a terrible rut. It wanted to grow, but the firm's leaders knew they could only do so much with the aerosol cans they manufactured—change the nozzle, tweak the can shape, or put different liquids inside. Because the company wasn't growing, employees couldn't move up. Morale was poor. Worse, overseas companies had recently come to market with less expensive aerosol cans, meaning that margins were tighter than ever.

But one day, a young employee went to his boss with an idea. He thought that if the company widened the scope of products it made, new markets would open up to it. Thus, he suggested to his boss that the company change its name from McPherson Aerosol Can Company to McPherson Container Corporation. Company leaders, desperate for a new approach, agreed to implement it. Along with the new name came a new Vision: “*We Contain All Liquids, Solids, and Gases.*”

With its new, wider Vision, the company found it had opened up virtually every market that had to do with a container. From milk cartons, paint cans, and cardboard boxes to plastic bags and shipping containers, there was virtually no end to the products that needed to be contained. Meanwhile, the rest of the container industry was stuck in the past. With new designs and enhanced capabilities, the McPherson Container Corporation took advantage of all kinds of innovation and improvements. And no longer were employees stuck in a dead-end job. Now

they had a vision—of containing all kinds of things. Many frontline employees felt empowered to share ideas with their own bosses.

That’s the power a change in Vision can have on a company. To reap these same benefits, you don’t need to change your company’s name like McPherson did, but you do need to take a closer look at your Vision, which is the starting point of a great Culture.

A Vision . . .

- Expresses the focus of what your company does or wants to become
- or
- Is what you want to deliver
- and
- Fulfills your employees
- Is in alignment with the Information Age
- Is in alignment with the wants, needs, and demands of the customer and employee.

Having a Vision of what you want to create gives you clarity. Your Vision has to be bigger than yourself and the company, and it has to be about more than just making money. Employees can get behind a vision of making money for a little while, but if the money isn’t spread around, it soon loses its luster.

The Vision answers the question of *what* your company does, but it should also be about the *benefits* of what you provide. So basically, you know *what* your company does, but you need to figure out what that *what* does to benefit the customer.

Say you’re a law firm. *What* you do is make contracts. But your Vision should go beyond that and explain the ultimate benefit of *what* you’re doing. Your law firm, with its contracts, provides certainty, now and in the future for your clients or customers, so the Vision might be “**Securing Your Future.**” If you establish this Vision as the North Star that guides you and your employees, you’ll open a lot of doors, opportunities, and possibilities in how you will secure the future of your clients.

Here’s another example of how a change in Vision can bring new focus: Suppose you owned a limousine company whose Vision was based on this *what*: “**Taking People from Here to There.**” Imagine if this company switched its Vision to describe how it benefited the customer, making it this instead: “**Making Every Occasion Special.**” I’d bet that this Vision would change the way

people did things; employees would be looking toward a new North Star. Realizing that their job was to be a part of the special moments in their customers' lives—not just to get them from point A to point B—they'd start asking themselves, "How can I help make this ride an occasion, and make it as special as possible?" By simply embracing this new Vision, you'd have a different and far more popular and successful business.

Though many Visions will center around the company's offerings, some Visions may be stronger if focused on *how* that product, service, or knowledge is delivered. This is especially true if you are in the services business or if you sell a commodity. Since a service or a commodity isn't proprietary, you need to be Unique/WOW in your delivery (we'll talk more about this in section 4). But for now, think about how your product, service, or knowledge can be delivered differently and what you want your customers to experience. When this becomes the basis for your Vision, you'll rise above the rest.

It is also important that a Vision empowers employees, not restricts them, which is why, even though the Vision is about "what," it shouldn't be about *precisely* "what." Leave it open-ended. Give the employees their much-needed want and desire: autonomy in how they carry out the Vision. If you inspire them and let them do their thing, and align with the Vision in their own way, they'll come back with better ideas and solutions than you could've imagined.

Of course, your company probably already has a Vision of some kind. Most believe that their company has one; generally, however, employees have been unable to share it with me for one of the following reasons:

- They don't know what it is.
- They don't understand it.
- They are familiar with the Vision but cannot repeat it because it is too long or complicated to remember.
- The Vision is muddled in a long-winded mission statement that makes little sense to them.

Luckily, these challenges can be remedied. You can create a Vision that is simple, repeatable, and well understood by the employees so they can be in alignment with it.

GREAT VISIONS FROM THE REAL WORLD

A Vision can transform your culture, or it can just sit there doing nothing. Let's look at some real-world examples. (I've bolded the Vision part of these; we'll cover the second part—Purpose—in the next section).

Google

"To organize the world's information and make it universally accessible and useful."

Notice that Google doesn't bother saying precisely how it's going to achieve its Vision. Doing so would box employees in and thwart creativity. Instead, it just says *what* it is going to do.

Apple

“To make a contribution to the world by **making tools for the mind** that advance humankind.”

Another great one. Apple’s Vision is to make tools for the mind—no mention of computers, phones, tablets, or TVs.

Zappos

“**Delivering happiness** to customers, employees, and vendors.”

The Vision at Zappos is big, simple, and empowering. Notice it includes everyone in the chain—the company’s goal is to create a win-win-win that leaves everyone happy.

A CLOUDY VISION

Blockbuster

Here’s what you get when you Google Blockbuster’s Vision:

“At Blockbuster, diversity means valuing differences. It’s a corporate value that must be continually developed, embraced, and incorporated into the way we do business.”

Here’s where things get sticky. Diversity is a great goal, but how do these two sentences tell employees what the company wants to do or deliver? This Vision is foggy and too long. And if one were asked to bold the part of this statement that is the Vision, it would be nearly impossible.

THE ESSENCE OF A GREAT VISION

I hope you’re starting to see some common threads. Let’s recap some of the crucial characteristics of a great Vision.

It is **inspiring** (it “thinks big”).

It is **concise, memorable, and easy to repeat**.

It explains the **benefits of what you provide or how you provide it**.

It is **supportive of future growth, possibilities, and opportunities**.

It is **about more than money**.

It is **likely to attract customers *and* employees**.

You also want to tie a Purpose to your Vision, and we’ll discuss that in depth in the next section. For now, just remember that your Vision needs to be short enough to allow folks to remember it and the Purpose, too.

But What About Our Mission Statement?

Lots of other books will encourage you to come up with a mission statement, and you may very well already have a mission statement. But I encourage you to ditch it.

I recently gave a talk at one of the world's largest car rental companies. I asked everyone what their company's Vision was. They told me they didn't have a Vision, but they had a mission statement. It was 70 words long and printed on a 4' x 6' poster that they all passed every day. Yet no one could remember even two words of it. Without a clear, motivating, memorable Vision, this company was left competing on price, with employees grinding out their careers day by day.

Here is Blockbuster's mission statement:

Our corporate mission is to provide our customers with the most convenient access to media entertainment, including movie and game entertainment delivered through multiple distribution channels such as our stores, by mail, vending and kiosks, online and at home. We believe Blockbuster offers customers a value-prices entertainment experience, combining the broad product depth of a specialty retailer with local neighborhood convenience.

Here's the challenge: it's way too long, no one could ever repeat it (let alone remember it), and it impedes creativity and reinvention and is too specific on "how" entertainment will be provided, because the "how" will change over time.

In the space below, see if you can turn Blockbuster's mission statement into a compelling, motivating, repeatable Vision:

How long is your new Vision? See if you can get it down to six words:

PRACTICE

Before we move on to creating your new vision statement, let's try some examples. Below are a few fictional companies that have less than optimal Vision statements. Let's see how they can craft a new, better Vision. Keep in mind that we want these visions to be a "KISS"—Keep It Simple, Sweetie. Ideally, the vision should be six words or less.

1. Stan's Fruit Stand

The current Vision: Stanley Smith owns a medium-sized fruit stand, and employs about five people. Stan's set his Vision as "*To become the biggest fruit stand chain in the world.*"

The challenge: This Vision will not attract employees or customers. Surely not many employees care much about working for the biggest fruit stand in the world, nor do customers care whether Stan's stand is bigger than all his competitors' stands. With this Vision, Stan is thinking big about the future, and that's good, but he needs to think about *what* he's delivering to customers and employees, how these offerings will attract and benefit them, and how that's going to get him where he wants to go.

A better Vision: Take a look at these three options and select the one you think works best as a new Vision for Stan:

- A. Building the healthiest workforce in town.
- B. Providing the finest-quality fresh organic fruits and vegetables.
- C. Bringing our community a wide selection of potatoes.

That's right! Option B—"Providing the finest-quality fresh organic fruits and vegetables"—is the best Vision for Stan. Option A will appeal to employees, but probably not to customers. And option C is far too limiting. But option B has the potential to draw customers and employees, and it can serve as a litmus test against which every person on his team measures his or her efforts and the products they're selling. Stan currently offers fruits and vegetables only, so this is an appropriate Vision, but he may need to revisit it if his offerings change in the future. Say customers start asking for free-range chicken or loaves of flaxseed bread. He would be smart to widen his offerings and update the company's Vision to "*Providing the finest-quality fresh organic foods.*"

Can you think of any other possible Visions for Stan's Fruit Stand? What's a Vision that would work for Stan if he wanted to focus on organic, sustainably harvested produce without closing the door to future possibilities and opportunities?

2. Shair

The current Vision: The two founders of Shair created a website and a mobile app that allows users to access and share movie-related content. They've now hired five employees and are just starting to think about their Vision. Their first idea is something like “*We deliver the latest news and content to movie buffs around the world, giving users a chance to share their opinions; access trailers, showtimes, and reviews; read breaking movie news; and find out what their friends are watching.*”

The challenge: As in the previous example, this Vision is far too long. It doesn't really “roll off your tongue.” It also severely limits where the company can go in the future. And while the list of features may attract some customers, employees probably won't be thrilled about simply executing a list of services or being boxed into a space of movies only.

A better Vision: Take a look at these three options and select the one you think works best as a new Vision for Shair:

- A. Bringing people closer to the magic of entertainment.
- B. Your ticket to this week's hottest flicks.
- C. To give our customers all Tom Cruise, all the time.

You guessed it—*Bringing people closer to the magic of entertainment* is the best. It's a wide, big-thinking vision that will attract more than just movie buffs. It will also attract employees who are stoked to help customers have the best experience possible and open up all other entertainment opportunities in its future. This new Vision can also scale to many other areas of entertainment, whether they decide to get into live music shows or NASCAR. The Vision is not six words or less, but it's close enough to work. You can even pare it down to “Bringing people closer to entertainment” if you want, but “magic” is pretty attractive. Have fun, and make sure it will “roll off your tongue.”

Now try coming up with your own Vision for Shair:

3. Northeastern Data

The current Vision: Northeastern, a mid-sized data-storage company, has this Vision: “*To make all our employees independently wealthy.*”

The challenge: This Vision attracts employees, but will it attract customers? Probably not. The customer will wonder what’s in it for them. Will they be the ones losing out in the company’s quest to grow its employees’ personal wealth?

A better Vision: Take a look at these three options and select the one you think works best as a new Vision for Northeastern Data:

- A. Protecting what matters.
- B. Protecting your MacBook Air.
- C. Protecting our customers’ computer data with high-quality storage systems.

Yep, Option A is best. This wider Vision explains the benefits of the company’s offerings, and it could open up all kinds of data-storage opportunities and possibilities. Using “*Protecting what matters*” as its North Star, the company could offer its customers secure storage and backup of all kinds of data (pictures, family recipes, genealogy projects, health records, etc.) on any electronic device (including all computers, cell phones, and tablets). Option C is a bit long and only encompasses the customer’s computer. And B will only protect your MacBook Air.

Can you think of another possible Vision for a data-storage company like Northeastern?



DOC'S PRESCRIPTION: CREATE YOUR VISION

Now it's time to start thinking about your own Vision. First write *what* your company offers.

Now write down *what* that does to benefit the customer.

If you have a Vision currently, write it on the lines below. (This could also be your mission statement.)

How many words is it? _____

Do most of your employees know it? _____

Does it inspire people at all levels in your organization? If so, how? If not, why not?

Is it clear, or is it confusing? How so?

Does it accurately describe what you do? How so?

Would you characterize this Vision as “big thinking,” or does it limit the company’s future? Explain.

What do you think is right about it?

What do you think is wrong about it?

Chances are, your Vision could use some updating. Follow these six steps to see if you can create a new, improved Vision.

Step 1: Get Your “What” Down.

Write out all the services, products, or knowledge that your company currently provides. As you do, look for an overall theme that goes beyond the specifics of your offerings.

Step 2: Think Big.

Now picture what your company might be doing in ten years. What realities may change? What markets might you expand into? Let your imagination go and write out a few possibilities, even if they seem implausible at the moment.

Step 3: Consider Customers.

When a customer walks into your store, calls you up, or navigates to your website, what is he or she looking for? Think beyond the product or service itself. What emotions, experiences, or improvements are you supporting?

Step 4: Consider Employees.

Here's where Vision makes its direct connection with company culture. What is it that keeps your employees working for you? What aspects of the work they do are fulfilling, exciting, or groundbreaking?

Step 5: Write the First Draft of Your Vision.

Review your answers to the previous four questions and come up with one or two ideas for a Vision. Write them here.

Step 6: Refine.

Now discuss the first try (or tries) and try to edit it into a Vision that's six words or less. Write your Vision here.

THE VISION CHECKLIST

I hope you came up with a terrific new Vision for your company that you're excited to share. Real quick, let's take it through a checklist.

Our new Vision . . .

- is clear
- is memorable
- is repeatable
- is big
- doesn't limit future opportunities
- attracts employees
- supports employees' autonomy and creativity
- attracts customers

Yes to all? Great! You have a new Vision.

IMPLEMENTING YOUR VISION

It's important to remember that your Vision isn't going to do any good if no one knows it, remembers it, or can repeat it. It's just as important that your employees know the Vision as it is *what* you do. Your Vision should be what everyone, from top to bottom, works toward every day. If everyone has the Vision on their minds, the organization and its culture remain focused and positive, and plenty of opportunities for growth and reinvention will follow. In the next section, we'll be talking about how to define your **Purpose**—this is the “why” to the Vision’s “what.” Keeping them both top of mind is critical, and we'll cover how to do that after our discussion of Purpose. The Vision should act as the North Star to the creation, delivery, and reinvention of all future offerings; the Purpose, discussed in the next section, will serve to be the motivation behind it.

Don't be discouraged if your Vision stops looking as good as it did after a few weeks. You may need to keep honing it down until the final Vision is clear. It often takes a few tries before you come up with a Vision that clicks for everybody—most importantly the employees and customers.

Hopefully you've future-proofed your Vision, and it will last for years to come, but every now and then you'll need to reevaluate it and make sure it still serves to empower your employees and attracts customers, leading your company to success.

2

PURPOSE

This is why we are doing it.

Objective:

To create a Purpose that's aligned with your Vision. Employees will be attracted to, support, and identify with a compelling company Purpose, and it's their passion that will help create the experiences that your customers will receive.

McPherson Container Corporation had seen great success after establishing its new Vision: “*We Contain All Liquids, Solids, and Gases.*” Employees and customers alike now had a clear idea of what the company did, and this Vision had opened many new avenues. Employees looked at this Vision and used it as their North Star—it guided everything they did.

Yet, leaders at McPherson understood that employees also needed to understand *why* the company was bothering to contain liquids, solids, and gases. And it had to be about more than turning a profit—ultimately, a monetary goal would do little to inspire employees to work hard or to convince customers to buy consistently and spread the word about the company.

So, they decided to align a Purpose with the Vision—“*Helping the World We Live In.*” They explained that McPherson’s ultimate aim was to help the world and the environment we live in; it would thus work to contain its liquids, solids, and gases in a safe, responsible way. Now, not only did employees have a North Star to guide them with their Vision; they also had a *reason* to follow the North Star with their Purpose. This Purpose attracted more employees who wanted to create environmentally friendly containers, opening up even more possibilities and opportunities. And it put passion into employees’ efforts and showed them that they were working toward something that was bigger than themselves or the company. Because of the staff’s motivation, McPherson’s customers had great experiences and developed their own allegiance to the company.

If the first step in building a Culture is to let people know *what* you are doing (your Vision), it makes sense that the second step is to let them know *why* you are doing it. That's where Purpose comes in; it is the reason *why* you are doing *what* you are doing.

Forward-thinking companies do more than make money. They have a Purpose—they want to change the world, in some way!

- Sam Walton explained the Purpose behind Walmart this way: “If we work together, we’ll lower the cost of living for everyone—we’ll give the world an opportunity to see what it’s like to save and have a better life.”
- Coca-Cola’s Purpose is “To refresh the world; to inspire moments of optimism and happiness; to create value and make a difference.”
- Henry Ford’s early Purpose for his company was “To democratize the automobile.”

It is common for people to want their lives to be connected to something that serves a higher Purpose than themselves. I believe working for a higher Purpose is in our DNA, and when you tap into that impulse by creating a compelling Purpose, you’ll inspire, motivate, and help put passion into the Culture.

Some companies direct their energies toward a lesser Purpose—rewards, for instance. But ultimately, it is the big, fulfilling Purposes that energize and empower employees. Let’s go back to the example of the limousine company with a Vision of “*Making Every Occasion Special.*” What might this company’s Purpose be? Definitely not “*To Make a Profit*” or “*To Keep Our Employees in a Job.*” Who’s going to be inspired and motivated by that? Instead, it might establish this Purpose: “*Because Everyone Matters.*” It’s simple but powerful. It tells employees that their job is meaningful because they are showing each customer that he or she is important, and that they matter. The employee with this Purpose will be much more likely to go the extra mile—to have flowers waiting for customers in the limo, or to simply give them a big, genuine smile and call them by name. And, of course, customers will appreciate being the sole focus of the company’s Purpose.

And what about the law firm whose Vision was “*Securing Your Future*”? What if its Purpose were “*To Provide Peace of Mind*”? In addition to energizing employees, this Purpose shows clients that they don’t have to worry about legal technicalities or stress about costs, because all the thoughts, decisions, and actions of the employees will align their internal processes and procedures to the firm’s ultimate Purpose: “**to provide peace of mind.**” The answers to questions like “How much will it cost?” and “How long will it take?” will be “baked into” the firm’s DNA. The clients will appreciate this firm for keeping *their* best interests—not its own—in mind.

Without a Purpose, employees feel that they are wasting their time, and customers show less devotion in doing business with you. But a great Purpose extends far beyond a company’s walls and shows everyone that this organization is working to change the world, while making the world a better place—whether they’re taking care of people, fostering relationships, or saving the planet.

GREAT PURPOSES FROM THE REAL WORLD

Let's now check out the Purpose part of the statements from the companies we highlighted in the previous section. Notice how each one's Purpose complements and supplements its Vision.

Google

“To organize the world's information and make it universally accessible and useful.”

Organizing the world's information would serve no point if no one could use it or access it. So Google's Purpose is to **“make it universally accessible and useful.”**

Apple

“To make a contribution to the world by making tools for the mind that advance humankind.”

“To make a contribution to the world” is a pretty compelling Purpose, and appending the phrase, **“that advance humankind”** adds a big focus to how Apple makes it “tools.” How can the company advance humankind if its tools are difficult to use? It can't. Apple actually has a **Purpose–Vision–Purpose sandwich**, where Vision forms the delicious filling between the two slices of Purpose bread (or pita pocket or ciabatta or what have you). Brilliant!

Zappos

“Delivering happiness to customers, employees, and vendors.”

Zappos's Vision of **“Delivering happiness”** happens to work equally well for its Purpose. Hey, if you are already Delivering happiness, not a lot of other Purposes can top that! So, if your Vision doubles as a Purpose, that's great!

A CLOUDY PURPOSE

Blockbuster

Using the same text that came up when we Googled Blockbuster's Vision, we see that there doesn't seem to be any Purpose in it—or if there is, it's pretty foggy:

“At Blockbuster, diversity means valuing differences. It's a corporate value that must be continually developed, embraced, and incorporated into the way we do business.”

Instead of coming up with this impenetrable cloud of words, the company would have, most likely, been better off with a Vision and Purpose that stated: **“Delivering entertainment to the world, accessible to all.”**

THE ESSENCE OF A GREAT VISION

We can now outline some of the crucial features of a great Purpose (several of which are the same as for great Visions).

It is **concise, memorable, and easy to repeat.**

It lends a **greater meaning to your offerings.**

It **extends beyond the walls of your company.**

It makes employees **passionate, inspires them, and gives them a reason to want to come to work.**

It **attracts loyal customers.**

PRACTICE

To help you get even more comfortable with the concept of Purpose, let's go back to our three example companies from the Vision section. We helped them move to a better Vision; now let's see if we can't come up with a Purpose that complements that Vision. Remember, we want these to be just as memorable and repeatable as the Vision—a KISS that's around six words.

1. Stan's Fruit Stand

Stan's Vision: For Stan's fruit stand, we said that a good Vision might be "**Providing the finest-quality fresh organic fruits and vegetables.**"

Stan's Purpose: What is the *why* behind the *what* of Stan's Vision? Select the one you think works best:

- A.** To help put fiber in your diet.
- B.** Because in today's world, the food industry succeeds by selling an increasingly obese population unhealthy foods—and we're here to change that in our own small way.
- C.** To nourish the world.

Option C it is. This is a short, big-thinking, and inspiring Purpose that will energize employees and attract customers. And no matter what types of food Stan may sell in the future, this Purpose can still stand.

Now try coming up with an alternate Purpose for Stan:

2. Shair

Shair's Vision: In the previous section, we changed Shair's original Vision from a long description of its offerings to "*Bringing people closer to the magic of entertainment.*"

Shair's Purpose: What is the *why* behind the *what* of Shair's Vision? Select the one you think works best:

- A. Connecting people to the Hollywood films they love.
- B. Empowering relationships.
- C. 'Cause people love movies!

Because the Shair application is all about connecting people, Option B—"*Empowering relationships*"—is a great Purpose for Shair. It aligns well with the company's Vision: "*Bringing people closer to the magic of entertainment.*"

Got a different idea for Shair's Purpose? Write it here:

3. Northeastern Data

Northeastern's Vision: Last time, we said that "*Protecting what matters*" was a better vision for this data-storage company than "*To make all our employees independently wealthy,*" since the former attracts customers and employees, not just employees.

Northeastern's Purpose: What is the *why* behind the *what* of Northeastern's Vision? Select the one you think works best:

- A. Protecting what matters.
- B. Protecting our customers from pesky system crashes.
- C. Protecting our company from financial collapse.

Even though option A is also Northeastern's Vision, it doubles well as a Purpose, just like Zappos's "*Delivering Happiness.*"

However, that's certainly not the only way Northeastern could go with its Purpose. See if you can come up with an alternative:



DOC'S PRESCRIPTION: CREATE YOUR PURPOSE

Now let's move on to the Purpose of *your* company. We'll assess whether your current Purpose excites your employees and motivates them to put passion into their efforts. Without this Purpose and its complementary Vision—the focus, the North Star—it will be nearly impossible for a great company Culture to arise. Now it's time to start thinking about your own Purpose. First write *why* your company does what it does:

Now write down *what the why* does to benefit the customer.

Write your current Purpose on the lines below. Again, this may be part of your current mission statement.

How many words is it? _____

Do most of your employees know it?

Yes No

Is it clear, or is it confusing? How so?

Is it memorable and repeatable?

Yes No

Does it accurately describe the *why* behind what your company does? How so?

Does this Purpose limit your future in any way? If so, how?

Does it inspire passion in employees, and show them that they're working for something bigger than themselves and the company? How so?

What do you think is right about it?

What do you think is wrong about it?

Your New Purpose

Now that you've done some thinking about your company's Purpose, use the lines below to jot down some thoughts on *why* your company does what it does. Imagine your company making the world a better place. Imagine going green. Imagine empowering and inspiring your employees and your customers. Imagine helping everyone reach their potential. Imagine doing or making something that benefits us all. Don't worry about keeping it short or focused right now—just get all your ideas down.

Here are a few ideas to get you started:

- Do you create a way for people to communicate?
- Do you give people a tool for learning, implementing, creating, or discovering?
- Do you give people a product that empowers them?
- Do you give people something to rally behind? (Think of TOMS shoes, whose Purpose is to provide shoes to children in need for every pair of shoes they sell.)

Take the brainstorm above, and pick out the strongest idea or ideas. Write them below in a way that you think will benefit and attract employees and customers:

Now distill that idea into one sentence that conveys your Purpose:

Can you get it down to six words or less without losing anything? Give it a try:

If you're not happy with the Purpose you've arrived at, go back to your brainstorm and think about other reasons *why* your company does what it does. Before long, you'll come up with a Purpose that will inspire everyone in the company to get on board and give their all.

THE PURPOSE CHECKLIST

Hopefully you've been able to settle on a great new Purpose for your company, or have tweaked your old Purpose to really empower your employees and inspire loyalty in your customers. Before we move on, run through this checklist to make sure your Purpose meets all the criteria.

Our new Purpose . . .

- is clear
- is memorable
- is repeatable
- explains the meaning behind what we do
- creates passion in our employees
- extends beyond the walls of our company
- attracts customers and makes them loyal

Assuming your Purpose met all these requirements, write it again below, along with your Vision. Again, these are the two vital first steps you're taking toward a great company Culture.

Our Vision:

Our Purpose:

As we saw in our look at Google, Apple, and Zappos, many companies integrate Vision and Purpose into one statement. Do your Vision and Purpose lend themselves to this presentation? Give it a try here:

Can everyone still remember and repeat the Vision and Purpose statement? Is it still clear?

IMPLEMENTING YOUR NEW VISION AND PURPOSE

Congratulations! You have a clear, memorable, and repeatable Vision and Purpose that will attract customers and employees alike. Purpose plus Vision don't just equal the power of two: Combined, the effects are exponential for your employees and your customers. But you can't just write them down and leave them! A wonderful Vision and Purpose are useless unless people know about them, remember them, and focus on them.

You can't be like one company I worked with, where not one employee could come up with the Vision and Purpose on the spot, even though I was offering an iPad to anyone who did (and the Vision and Purpose had been created just six months earlier!).

Your Vision and Purpose have to become part of the company's DNA. Everyone—from the frontline to the executive suite—needs to remember *what* they're doing and *why* they're doing it. These two statements should act as a channel for the thoughts, actions, decisions, innovations, reinventions, and creativity that arise in your company. Think of your Vision and Purpose as the "clothesline" that employees can clip their direction and creativity onto.

Let's look at a few ways you can help implement your Vision and Purpose:

- Put the company's Vision and Purpose on everyone's **mouse pad**.
- Hand out **posters**. Place them throughout the hallways, in the elevators, around the lunchroom, in the reception area, and on bathroom walls. You want everyone to see the company's Vision and Purpose everywhere!
- Highlight the Vision and Purpose in the **company newsletter** and on the **intranet**.
- Organize **contests** around the Vision and Purpose.
- **Broadcast successes** by company employees that are tied to the Vision and Purpose.
- Create a **logo or tagline** that expresses your Vision and Purpose.

Now think for a moment about your company. Will any or all of the above ideas work for you? Are there other high-visibility ways you can reinforce the Vision and Purpose in your organization?

Name one or two ways you could do so that are not listed above:

1. _____

2. _____

Now consider which of these methods will have the most impact in your organization. I want you to write down your top three, and commit to implementing them over the next three months.

Implementation method #1:

Implementation method #2:

Implementation method #3:

Your new Vision and Purpose, if consistently focused on by everyone in your company, will take you far—especially when fueled by the right Business Model, as we'll see in the next section.