

1. Record Nr.	UNINA9910460078503321
Autore	Edmonds S. Chris <1952->
Titolo	The culture engine : a framework for driving results, inspiring your employees, and transforming your workplace // S. Chris Edmonds ; cover design, Michael J. Freeland
Pubbl/distr/stampa	Hoboken, New Jersey : , : Wiley, , 2014 ©2014
ISBN	1-118-94734-7 1-118-94733-9
Edizione	[1st edition]
Descrizione fisica	1 online resource (275 p.)
Classificazione	BUS041000BUS071000BUS030000
Disciplina	658.3/14
Soggetti	Employee motivation Strategic planning Leadership Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di bibliografia	Includes bibliographical references.
Nota di contenuto	Machine generated contents note: Foreword Acknowledgements Introduction How did I learn about organizational constitutions? How is the book structured? Chapter 1: What is an organizational constitution, and why do you need one? What is the condition of your team or company's culture, right now? The concept of perfection How civil is your workplace? Who is in charge of culture? Create a pocket of excellence An organizational constitution is a "disruptive technology" in your workplace The Performance-Values Matrix The costs of measuring only performance How does an organizational constitution help your company, department, or team? Client impact Your leadership legacy Chapter 2: It starts with YOU Clarify your personal purpose Clarify your personal values and aligned behaviors Define your values Add observable, tangible, measurable behaviors to each value Your values, definitions, and behaviors Formalize your leadership philosophy Key elements (present day) Desirable outcomes (future state) Live well to serve and lead well Servant leadership is the foundation Chapter 3: Clarify your organization's purpose What is an effective purpose

statement? Communicating your company's "reason for being" What is your team or company's "actual purpose?" Humans are drawn to and inspired by Great Purpose Crafting a Compelling, Inspiring Purpose Statement Chapter 4: Define values in behavioral terms Why Do You Need Values Defined In Behavioral Terms? Your beliefs may not be aligned Build your values foundation on behaviors Step-by-step guidelines for creating valued behaviors Define your values Include observable, tangible, and measurable behaviors for each value Your values, definitions, and behaviors Chapter 5: Outline strategies and goals for the coming fiscal year Who is in charge of communicating your business strategies and goals? Measure the right things Build a draft of your team or company's strategic plan and goals Chapter 6: Your organizational constitution must be LIVED Engage all leaders in your organizational constitution's implementation Describe the Way Align the Way "Contribution management" instead of "performance management" The values-aligned tribe culture at WD-40 Companies Chapter 7: Gathering formal feedback on valued behaviors Is it responsibility or accountability? Crafting your custom values survey Leaders must be rated on their values alignment first Chapter 8: Dealing with resistance What does resistance look like? How must a leader address resistance? Chapter 9: Hiring for values alignment How do you hire today? Before the hire - recruiting, interviewing, and assessing After the hire - orientation and integration What if the new hire just doesn't fit? Chapter 10: Don't leave your organizational culture to chance Long-term alignment vs. short-term results Scoring your Culture Effectiveness Assessment Implementing an organizational constitution is an ongoing project Keep me informed Author Biography

Sommario/riassunto

"An organizational "North Star," codifying valued behaviors for optimal performance The Culture Engine shows leaders how to create a high performing, values aligned culture through the creation of an organizational constitution. With practical step-by-step guidance, readers learn how to define their organization's culture, delineate the behaviors that contribute to greater performance and greater engagement, and draft a document that codifies those behaviors into a constitution that guides behavior towards an ideal: a safe, inspiring workplace. The discussion focuses on people, including who should be involved at the outset and how to engage employees from start to finish, while examples of effective constitutions provide guidance toward drafting a document that can actualize an organization's potential. Culture drives everything that happens in an organization day to day, including focus, priorities, and the treatment of employees and customers. A great culture drives great performance, and can help attract and retain great talent. But a great culture isn't something that evolves naturally. The Culture Engine is a guide to strategically planning a culture by compiling the company's guiding principles and behaviors into an organizational constitution. Decide which behaviors and attitudes are desired in the organization Secure leader commitment to planning, drafting, and implementing the document Learn the most effective way to socialize the draft statement and get everyone on board Model desired behaviors to boost employee engagement throughout the process Organizational culture is not an amorphous thing - it comes down from the top, inspired and exemplified by the leadership. It can steer a company up or down, keep it on mission or force it off-course. For an organization to fulfill its potential, the culture must be on-point, truly reflecting the heart of the company from leaders to team members across the company. The Culture Engine helps leaders define the playing field, pushing

performance to the next level"--
