



4 WAYS TO MAKE CULTURE YOUR BIGGEST ASSET

TRIUMPHA

LEADERSHIP IS NOT A TRAIT. TRAITS SUCH AS “LEADS BY EXAMPLE,” “ACTION ORIENTED,” “CHARMING,” OR “CHARISMATIC” ARE COMMON SAYINGS WE HEAR WHEN WE THINK OF WHAT IT TAKES TO BE A GREAT LEADER. SURE EVERYONE WANTS TO BE LIKED AND RESPECTED, AND LEADING BY EXAMPLE CAN BE A GREAT STRATEGY, BUT THAT’S NOT WHAT LEADERSHIP REALLY IS. **LEADERSHIP IS NOT A SET OF CHARACTERISTICS. LEADERSHIP IS A RESPONSIBILITY.**

A RESPONSIBILITY TO MAKE IMPORTANT DECISIONS, AGAIN, AND AGAIN, AND AGAIN. **LEADERSHIP IS SIMPLY A COLLECTIVE OF DECISIONS.** AND GREAT LEADERSHIP BOILED DOWN TO ITS ESSENCE IS ABOUT ONE THING: **MAKING YOUR DECISIONS THE RIGHT ONES.** IN TODAY’S WORLD, LEADING IS A MORE DAUNTING TASK THAN EVER BECAUSE TODAY’S BUSINESS FACES AN INCREDIBLE ARRAY OF UNIQUE CHALLENGES, CHALLENGES THAT DEMAND UNIQUE SOLUTIONS.

BUT SOLUTIONS ARE HARD TO IDENTIFY, AND EVEN HARDER TO EXECUTE. SIMPLY PUT, THE COMPLEXITY OF TODAY’S BUSINESS ENVIRONMENT REQUIRES A COMPANY TO BE ADAPTABLE. **A COMPANY MUST TRANSFORM WITH THE TIMES OR BE LEFT BEHIND.** YET CONTRARY TO WHAT MOST CONSULTANTS PREACH, THE KEY TO TRANSFORMATION DOESN’T LIE IN THEIR PROPRIETARY PROCESSES OR THEIR COOKIE CUTTER SOLUTIONS. GONE ARE THE DAYS OF FITTING A ROUND PEG IN A SQUARE HOLE AND CALLING IT A JOB WELL DONE.

AT TRIUMPHA, WE UNDERSTAND THIS, AND WE KNOW THE KEY TO TRANSFORMATION ALREADY LIES WITHIN YOU, YOUR TEAM AND YOUR ORGANISATION. LET US HELP YOU TO BE AN EXCEPTIONAL LEADER, CATALYSE CHANGE AND IDENTIFY OPPORTUNITIES. WE’LL CREATE CUSTOMISED PROGRAMS AND PROCESSES TO CAPITALISE ON STRENGTHS, FIX WEAKNESSES, AND INSPIRE YOUR PEOPLE TO CARRY OUT YOUR VISION.

WE ENABLE YOU TO MAKE SMARTER DECISIONS AND OPTIMISE EVERY ACTION YOUR ORGANISATION TAKES. WE IDENTIFY SUSTAINABLE SOLUTIONS THAT CAN BE IMPLEMENTED BY LEVERAGING YOUR BUSINESS’S PRE-EXISTING RESOURCES. THEN, WE FOCUS ON EMPOWERING YOUR PEOPLE TO IMPLEMENT THIS VISION, BECAUSE UNLESS WE EXECUTE, CHANGE IS NOTHING MORE THAN A PLAN ON PAPER.

THIS IS HOW CULTURE BECOMES YOUR COMPANY’S BIGGEST ASSET. IT’S HOW YOU TURN CHALLENGES INTO OPPORTUNITIES AND WEAKNESS INTO STRENGTH. **IT’S HOW YOU CREATE TRANSFORMATION.** AND IT’S HOW EVERY DECISION YOU MAKE BECOMES A POSITIVE STEP FORWARD FOR YOUR BUSINESS.

BUT WE CAN’T DO IT FOR YOU. WE CAN’T MAKE YOU EMBRACE CHANGE. **TO PUT IT BLUNTLY, WE NEED YOU TO BE A LEADER.** TO MAKE A DECISION, THE DECISION TO BE BETTER THAN YOU ARE TODAY.

SO WE ASK...DO YOU ACCEPT YOUR RESPONSIBILITY TO LEAD?

IF YOU ANSWERED YES THEN YOU CAME TO THE RIGHT PLACE.

WELCOME TO **TRIUMPHA**

THE CULTURE OF SUCCESS



The success of any strategy is inherently linked to the people that are tasked with carrying out said strategy. Put simply, even the most profound, innovative and dynamic strategies mean little without the right people to execute them.

This is not new information. A recent survey by The Conference Board of the top global CEO's found that Human Capital was the top challenge for CEOs in the United States, China, India, ASEAN, Latin America, and was the second top challenge in Europe and the rest of Asia.

But how do we solve the complex challenges of human capital? Better yet, how do we turn this challenge into a strength?

The answer is by investing in culture.

While skilled individuals are available on the open market, finding a person who also fits well within a specific corporate culture is often harder than it sounds.

This means developing your people is more important than ever. Creating a culture where employees are engaged and empowered will also allow your company to be more agile, more customer focused and of course, more profitable.

Below are four actionable ways to make your company culture and in turn your people, your biggest competitive advantage.

- 1 Identify the type of culture you want**
- 2 Define a leadership standard**
- 3 Have the inside match the outside**
- 4 Be specific, and start small**

1. IDENTIFY THE TYPE OF CULTURE YOU WANT

The first step in developing a great culture is determining what type of culture you actually want. This may sound obvious, but in reality, it is often an overlooked part of the culture building process.

Most people, when they speak about the culture they want, resort back to certain buzzwords that they think makes for a good culture. They want to be “innovative,” “forward thinking” or “team-oriented.”

These are all fine qualities, but are they the right ones? Innovation sounds great in a vacuum, but should it be the crux of your culture if your business is an accounting firm? Perhaps dependability and trust should be the core of your culture in this example.

We all want to be the best at everything, but we can't because not all cultural values go hand in hand. Innovation means new products and services, some of which will fail. This means less dependability.

Innovation and imagination permeate through all things Disney. Whereas dependability is at the core of McDonalds. What makes Disney so amazing is you never know what to expect from their movies, theme parks, and media. Whereas at McDonalds you know exactly what to expect when you order a Big Mac, no matter where you are in the world. I don't know about you, but I don't want an imaginative burger. I want a familiar Big Mac.

The point is your culture needs to have a focus. You must strategically prioritise what aspects of your culture to develop. Your culture must reflect your core company values, and amplify what makes your company unique, different and valuable in the eyes of your customers.



2. DEFINE A LEADERSHIP STANDARD

Leadership requires being accountable to others, but it is also necessary for the people within your organisation to be accountable to a certain standard.

At Triumpha we define this as a Leadership Standard.

A leadership standard describes what great leadership looks like within your organisation. It clarifies desired leadership behaviours in language that people understand and use everyday.

Intuitively we know that good leadership matters, it's at the heart of organisational life, essential for leading transformation and the key driver of organisation culture.

According to research by Dave Ulrich, we know that circa 30% of the judgments investors make about the intangible value of an organisation rely on their views about the quality of its leadership.

Without a standard, people in leadership positions rely on their own experience and resort back to how they have been led and managed in the past. This may or may not be in tune with what your organisation needs or the culture you are looking to foster.

Defining a unique leadership standard aligns the organisation around a shared point of view on leadership, which reflects your specific operating context. These leadership behaviours differentiate you in the eyes of your customers and encourage the organisation culture you want to create. The leaders within your culture embody what leadership looks for the rest of your people.

Without a defined leadership standard, transformation is lead by leaders who are operating on their own accord, instead of within a unified leadership approach, which leads to breakdowns in workflow, motivation, communication and action.



3. HAVE THE INSIDE MATCH THE OUTSIDE

Culture provides internal stability. It lets your employees know “this is how we do things around here, this is what I can depend on and this is how we handle ourselves.” These principles permeate through your entire organisation and out into the external world. It’s the culture that will define your organisation in the minds of your customers, and you can’t let it evolve on its own.

You have to guide it and shape it so it becomes an asset. This is why we say you have to have the “inside” match the “outside.”

The culture of your organisation must be the same inside of your organisation as it is outside of it. The way you treat customers should be the same way employees treat each other. It takes strategic, thoughtful and deliberate action from the leadership team. Leaders saying one thing and doing another doesn’t work, you have to “walk the walk,” and show your commitment to the culture you want to create. Only by doing this, the right culture trickles down from the top leaders down through managers and concurrently to employees.

This “inside-out” development is the key to success. It starts with leadership. It starts with you.

4. BE SPECIFIC, AND START SMALL

If you want to change your organisation’s culture you have to get granular about which aspects of your culture are helpful and which aren’t. For a valid picture that you can trust you will need to embrace multiple perspectives from within/without your organisation.

Do this by establishing a small team, which is representative of your organisation, and train them in a data gathering methodology. Surveys are helpful, but if you want to get under the skin of your culture you will need to complement this with a dialogic approach. The insights from this work will help you and your leadership team to:

1. Understand your cultural strengths and areas for development.
2. Generate insights on how you can use cultural strengths to fuel your transformation programme.
3. Make good decisions about a few critical behaviours to change.
4. Start deliberately doing things differently.
5. Ask for feedback and measure progress.
6. Embed the approaches that work.

When you make informed decisions about which behaviours to amplify and which to change you provide clarity to your people, focus to your cultural development initiatives and fuel for your change programme.

Culture is not an easy thing to change. It doesn’t happen overnight, and change programmes must be implemented strategically, and with great care. Many change programmes designed to change company culture fail because they neglect one of the points made above.

If you are looking to undertake a culture change, we urge you to evaluate whether your change programme is embracing the points made in this report.

If you have any questions or would like to learn more about how Triumpha can implement a change programme that improves your culture, please call +44 (0) 161 818 4728 or visit our site at WWW.TRIUMPHA.COM.

