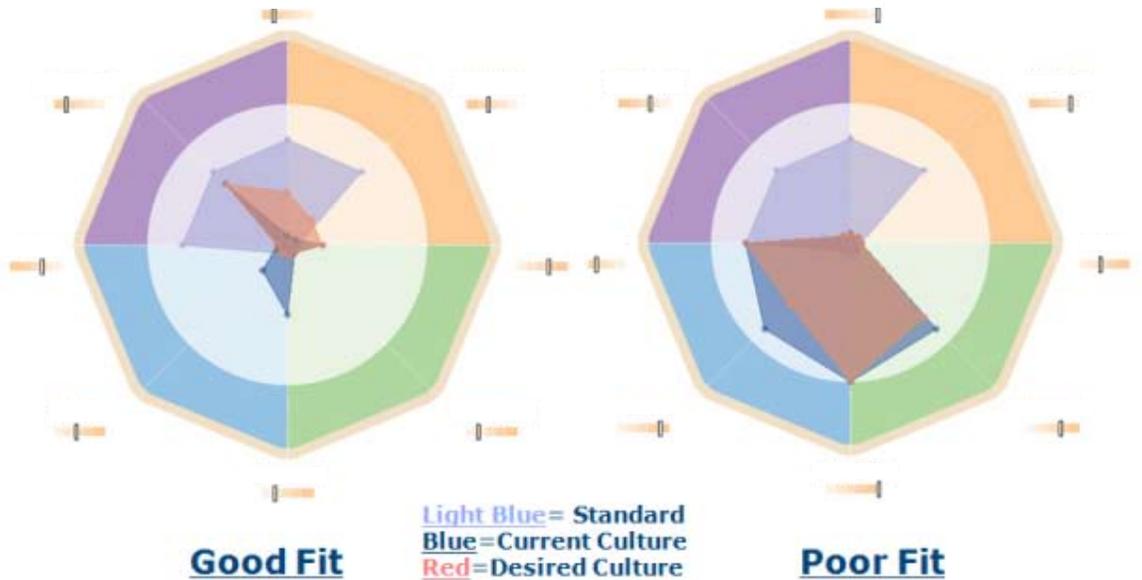


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Cultural footprints should match on at least 3 axis to drive engagement



From: "Acting Like A Professional or Acting Like a Phony?" Talent Management Magazine, by Marshall Goldsmith

CULTURE HAS A SIGNIFICANT IMPACT "My client Ted helped me answer this question. I worked with him for a year, trying to help him fit in a corporate culture where he really didn't belong. At the end of the year, I finally said, "Why don't you leave? You are so miserable that you are starting to depress me!"

He finally saw the light, left the company and is now doing something he loves. There was nothing wrong with the company. There was nothing wrong with Ted. He just didn't belong there. It wasn't him.

If you are in the right job in the right company, and you are learning how to perform to the best of your ability, you are being a true professional. If you are in the wrong job in the wrong company and you learn to act so that you can better fit in, you are just being a better phony. It still isn't you out there. Today Ted is a lot happier. He spends his time thinking up creative ideas in his new company, and he's having a ball. He is not only adding value for the company, he is also adding value for the world."

The culture model provides a common understanding, proven assumptions and methodological rigor for assessing the 'fit' between an organization's and an individual's cultural preferences.



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PREDICTING EXECUTIVE FIT

- Cultural Preferences are the favored practices, thought patterns, or behaviors which embody a culture.
- The model assumes there are no “right” or “wrong” cultural Preferences. Preferences are neither good nor bad. They are descended from the founder. They are what they are.
- Cultural preferences are not a person’s personality. It is not their interpersonal preferences.
- Cultural preferences reflect the environment in which people want to work. It reflects how a person would run their own company if they had the acumen to do so.
- Culture Preference Fit is critical for emotional attachment. Emotional attachment drives motivation. Motivation drives engagement. Engagement drives performance.
- An organization’s customers fit its culture. Its best customers are emotionally attached. An organization’s customers usually share its cultural preferences, making it critical that personnel with customer contact fit the company culture in order to fit its patrons.
- The culture model produces schema or profiles that reveal similarities and differences between individuals and organizations in terms of customs, business practices, decision making, communications and measurement systems.
- The profile overlap, or lack thereof, is revealing. Culture fit, shown by profile overlap, enables emotional attachment, which drives motivation, engagement and performance. Culture misfit drives detachment, which leads to poor performance and eventual resignation or termination.