

# COMPANY CULTURE SECRETS

HOW ONE SIMPLE CULTURE SHIFT CAN DOUBLE YOUR

MOTIVATION & PRODUCTIVITY WITHIN 30-DAYS...

*WITHOUT Increasing Salaries, Recruitment Fees Or Your Workload!*



**JAMES BOLLE - THE CULTURE BUILDER**

# WELCOME...

I understand you're here to learn the secrets behind creating outstanding company culture...?!

Fortunately for you, I've seen it at its best, its worst and almost everything in between, from some of the leading brands around the world.

Believe me, it doesn't have to be as daunting or as elusive as you might think... There are a lot of misconceptions out there!

The common themes I've observed seem to revolve around companies not prioritising culture, an inability to create an authentic culture or a tendency to overcomplicate the process.

An effective team culture should be kept simple at its core and can only be achieved if you know the right levers to pull in order to create, maintain, measure and adapt your approach.

Much like driving a car, it helps to have an instructor to show you the ropes - someone who's seen it all before and knows how to bring the best out of you.

And that's my aim for this guide, to demonstrate how you can create authentic cultural foundations that will serve you, your team and your clients, long into the future!





## Why did i write this guide?

For a long time now, I've seen huge issues that run deep within organisations and prevent them from reaching their potential.

Fundamentally, this can be correlated with the way people within an organisation feel about the work they do.

It's one thing for your team member to do the work but something else altogether for them to know why they are doing the work (beyond wanting to keep their job!) and actually appreciating or caring about the genuine difference the work they do makes.

If you can motivate your staff to want to work to make a difference and not just because they need to be paid or because you're telling them to do something, you'll see productivity and happiness skyrocket.

*"But how on earth do you do that and where do you start?!"* (I can hear you saying)

A good starting point is to appreciate that business decisions based on profit ALONE can alienate team members and detach them from the bigger picture, the mission, and the reason why the company was created.

I can see why so often company culture is forgotten about or isn't given the attention it deserves but this is what I'm here to change!

Your team is your company's single greatest asset and they should feel as much. They hold the keys to your future success.

Imagine what would be possible if they knew how much their work mattered. Image how much happier, motivated, productive and loyal they would be.

And imagine how much easier it would be to run a business full of people like this?

*Your team  
is your company's  
single greatest  
asset.*

## *Who is this guide for?*

If you've read the above and felt like something needs to change in your organisation, then you're in the right place!

If you're fed up with wasting time and energy trying to improve the performance of your team and are in desperate need of something much more powerful and sustainable, then I have what you need.

If you're seeking a solution that doesn't solely rely on how much you pay each individual or require you to babysit and micromanage, then you must read on!

Finally, if your team is your greatest asset, then recruitment must be one of your most crucial business activities.

If you know what you stand for as a business, you will not only recruit better but will also have to recruit less!



# What is company culture?

- ✓ Company Culture is the existing way an organisation does anything that it does. It's a consistent pattern of behaviours over time.
- ✓ Culture is built on values - and defines what the values are.



## What company culture is NOT...

- ✗ Culture is not what you say it is - it's what people do!
- ✗ Culture is not spending time in the pub.
- ✗ Culture is not the perks you provide for the team nor the employee engagement schemes you sign up for.
- ✗ If you say your culture is "work hard, play hard" then you're admitting that you don't really know what your culture is!

## Company Culture Statistics

*79% of "Millennials" will choose a job based on whether or not they perceive they share values with the organisation.*

*People working in cultures with high levels of purpose are 3 times more loyal.*

*People inspired at work are more than twice as productive as those merely satisfied.*





## *So why is culture often misunderstood...?*

Times are changing and awareness is on the up but there is still a long way to go.

A big reason for that is the difficulty in agreeing universally on what culture actually involves. It can be quite a broad and ambiguous term, difficult to articulate!

And even where culture has been consciously created, it can be a bit like wallpaper - after a while, you can stop noticing it and considering it critically. So it's just not always easy to pin down, dissect and understand.

## *Why is culture often poorly implemented?*

If we're generally not quite sure what we're looking for, it's not going to be easy to measure and therefore not easy to manage! This is the point where people lose interest with culture when really they are just lacking the tools and methodology to do it properly.

The returns are there for those willing to invest the time and effort!

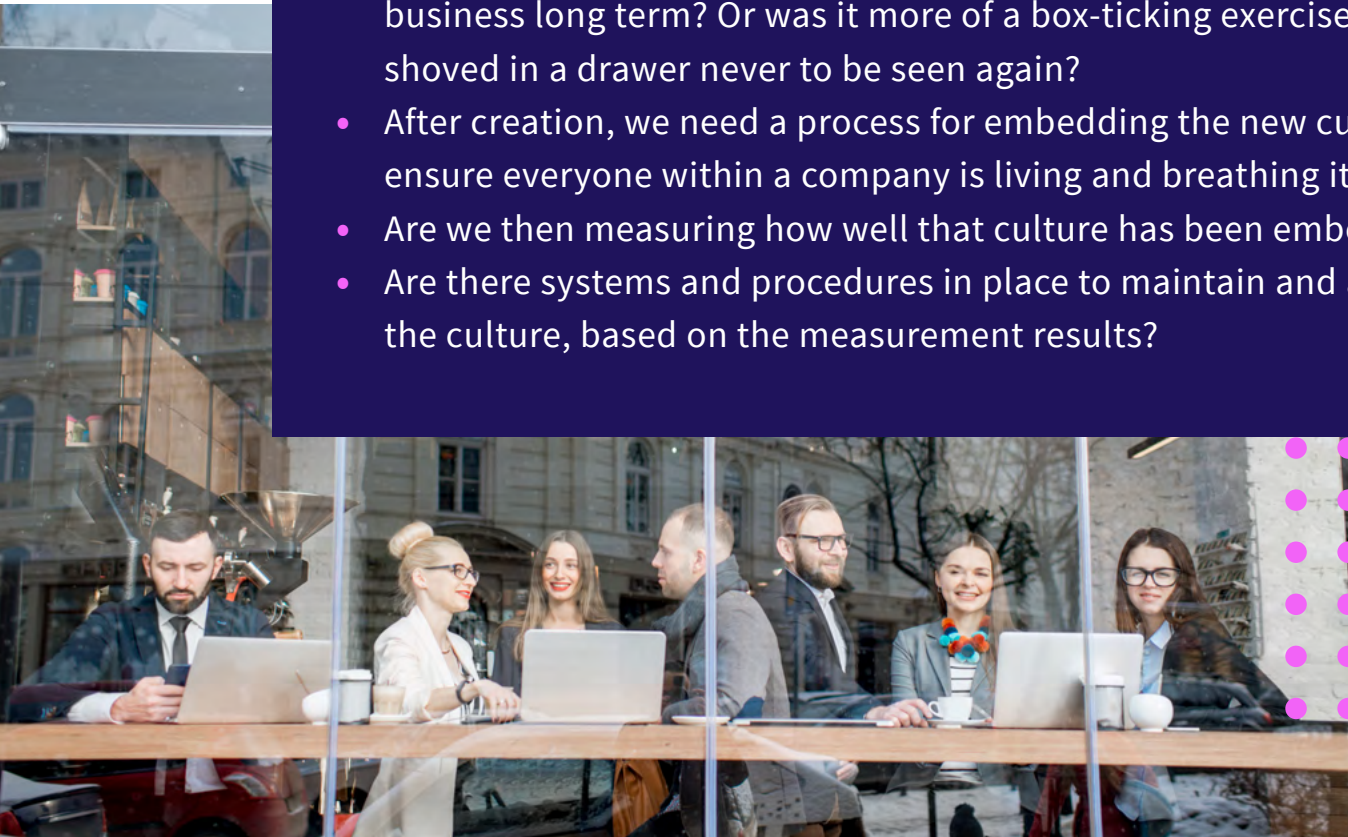
But if we're struggling at the definition stage - everything that follows is unlikely to be that successful. It makes it very hard to get implementation right, let alone measurement, maintenance or adaptation.

For example, let's say you want to create a new company culture, you Google a few exercises - come up with a few statements and some values... You might think that's it. Job done!

But in reality, for these exercises to be worthwhile, this is where implementation begins, not ends...

### Points to consider:

- How good were those exercises in the first place? Has an accurate and authentic culture actually been created that will benefit the business long term? Or was it more of a box-ticking exercise, to be shoved in a drawer never to be seen again?
- After creation, we need a process for embedding the new culture, to ensure everyone within a company is living and breathing it.
- Are we then measuring how well that culture has been embedded?
- Are there systems and procedures in place to maintain and adapt the culture, based on the measurement results?



As you can see, if you don't know what you're doing or are just doing the bare minimum, culture can be easily undervalued, misunderstood and ultimately poorly implemented, if at all!

# Culture implementation pitfalls to avoid...

1. It's easy to pay lip service and write words on posters, rather than truly engage with everyone in the business.
2. People often end up applying “sticking plasters” to deal with symptoms rather than addressing the underlying needs.
3. Tolerating bad behaviours - “your culture is the worst behaviour you allow in order to get results”.
4. Culture shift dictated from the top down - when culture is focused on by leaders, you tend to find people pretending to go along with it rather than truly engaging.

## The single most important culture shift you should focus on to accelerate business growth.

Drum roll...

It's a focus on... **PURPOSE!**

This is creating a sense that work matters over and above making money.

Your purpose should be an **A**uthentically-lived, **A**spirational driver of **A**ction for an organisation that **A**dvances something or someone outside the organisation (These are my “four A’s” of Purpose).

So, what can Purpose do for you and your business...?





Well, people working in organisations with a strong sense of Purpose are more loyal (3x), aligned, motivated and productive (2x).

And when people can see their work matters, they are more likely to be happy, healthier, and contribute positively.

If you can support your team members to feel better about themselves and the work they do, their output will improve drastically!

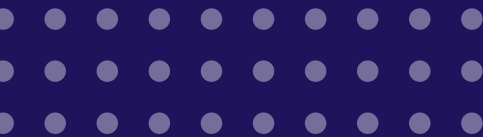
## *But wait, what's the difference between culture and purpose...?*

Simple - Purpose is the foundation on which everything else is built.

Trying to build an effective culture without Purpose is like trying to build a house on sand!

Clear Purpose aligns people's behaviour - which is what effective culture is all about. It creates a framework to guide people and keep everyone accountable.

It allows leaders to align everything they do and make decisions people understand.



# Lessons from the big global brands

## Everything matters

Every decision you make, from the expenses policy to the strategy, contributes to your culture.

## Congruence is key

Decisions that don't align, don't work. Align your decision-making to your Purpose and you will never go wrong.

## Customers care

If you can show your customers you are making a positive difference in the world, solving problems and improving peoples' lives, it can create exceptional customer loyalty.

## Customer Experience

This is the best way to prove your Purpose to your customers - treat them in ways that demonstrate what you stand for.

## Culture doesn't eat strategy for breakfast

It simply ignores it if it doesn't align with what people believe.

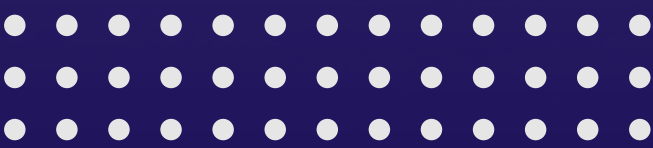
## You can't delegate culture or Purpose

You have to care and have an opinion, and the founder's story is an incredibly important source of motivation for everyone involved - but you can't force it on people, it's **discovered** not created.





# CULTURE SECRETS



# 01 *Why traditional morale boosters to improve culture don't work...*

I'm sure you've made some effort in the past to improve morale in the office but how deeply have you thought about the strategy behind your objective?

The starting point for improving morale is to understand that culture is “the way things are done around here”, the sum of all of the actions people take in the business.

Now we need to understand what influences the actions people take, which is the result of feelings and thoughts, which are determined by memories and beliefs.

**So it's no wonder the following common solutions don't yield long-term results:**

- You can't change people's beliefs with a trip to the pub, or to Alton Towers.
- You can't change people's beliefs with a ping pong table or office perks.
- You can't change people's beliefs with an app.

Traditional morale boosters don't interrupt existing patterns of behaviour or thought enough to alter beliefs, so the old cycle of behaviours always wins out!





# 02 *How to double your team's motivation and productivity within 30 days*

## Here's your 30-day roadmap:

### Week 1

- Get the team together. This can be done remotely but nothing substitutes for getting everyone in the same place.
- Identify sources of pride in the business. This storytelling process builds trust and understanding but also contains the key to your culture.
- Analyse stories for contribution and impact. It's what your organisation and your people do in the stories and the difference that makes that tells you what your culture is.
- Define Purpose and Values. Articulate the single biggest contribution you make and the impact it has. This is your Purpose. This is something that appeals to the team emotionally and it transforms their understanding of their work. Everything else can be written up into authentic Values to drive your culture.

### Week 2

- Work with your team individually. Get each team member to articulate why the Purpose matters to them and capture this. This is something that people can refer back to to help keep them motivated.
- Review job descriptions. Get people to write up an honest list of all the tasks they complete to do their job. Help them re-frame and re-write these tasks in light of the Purpose and Values. For example, RNLI job descriptions all begin with the phrase "I help save lives at sea by..."
- Cut the crap. Look at the tasks that were difficult to align to your Purpose and Values. How can you stop, automate, change or outsource these? This will remove a lot of the barriers to people loving their work.



### Week 3

- Focus. What are the products or services that you sell that bring you closest to achieving your Purpose? Double down. The team will be behind this and will go to extraordinary lengths now to bring it about.
- Measure what matters. What are the metrics that show you are pursuing your Purpose and living your Values? Identify these and start measuring and reporting them (instead of just sales figures). This will reinforce what's important and keep everyone motivated.

### Week 4

- Share appreciation. Get the team to thank each other for the biggest impact they make to the Purpose and Values. This will delight team members. Make this a regular activity.
- Innovate. Come up with new ways you could credibly pursue your Purpose or live your Values.
- Congratulate yourself. Take a minute to reflect on the amazing things your organisation does and how much people are inspired by it. You deserve to feel good for what you do: your level of motivation is as important as everyone else's. You have also built the foundations for a successful Culture.





## Why money isn't as important as you think

With salary, people do switch off if they feel you're taking the piss. But just piling on more cash won't have the positive effect you're looking for either.

Research shows that over a certain level, additional salary makes no difference at all to motivation, performance and satisfaction with life - this is what's known as a hygiene factor.

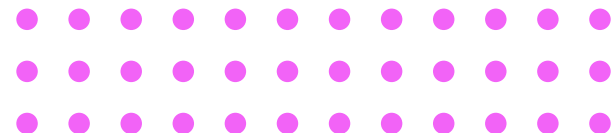
So all you need to do is find a level of salary that shows your team you respect them and that enables them to live with dignity.

Research also shows that financial rewards can damage motivation.

When people are motivated to do things because they take pride in them, or feel they are the right thing to do (this is called "intrinsic motivation"), offering them cash (an "extrinsic motivation") to do them often spoils their original motivation to do the task - it turns them from self-starters into clock-watchers.

When people are working on difficult tasks in complicated situations, problem-solving and innovation are destroyed by extrinsic rewards.

On the contrary, if people are only doing mind-numbing, repetitive, simple tasks and all you want them to do is maintain or increase their speed, feel free to tie it to a financial reward!



# 04 Where do companies often go wrong with recruitment?

Ever heard the phrase “hire on attitude, train skills”?

Do you honestly do this or do you just take anyone who appears to have the skills to do the job?

What if I told you that “attitude” wasn’t a good predictor of success in a role anyway...?

Hire people who share the same Purpose and values as you, who will be able to get excited about making the difference your organisation makes - this is a better predictor of success than hiring based on skills, or hiring based on “attitude”.



**Better recruitment = better team  
members = higher satisfaction/  
output = lower churn = Happy  
business owner!**

So if you want to save some money on recruitment fees, because your team members are now much better suited and therefore staying for longer, you know what to do!



## 05 *How to ensure your team stays loyal*

Employers so often play around with and offer superficial employment perks. Like the traditional morale boosters, these only go so far.

To retain good team members, you have to go much deeper - People are only truly satisfied with their lives when they feel like they are **making progress** on **something that matters**.

One of your fundamental roles as a leader is to help your people see this.

The “making progress” part is about recognising them for a job well done, enabling them to develop mastery for a subject they are interested in.

The “something that matters” part is what people normally miss.

Articulate your Purpose, build an organisational culture aligned with this, and you will see the right people gravitate toward you!

# 06 How should you (the business owner) be spending your time

The goal is to decrease your workload 'in' the business to as close to zero.

As the business owner, your primary role is to make decisions - Deciding what to engage with and what to let go of.

**In terms of leading an organisation and ensuring the culture is upheld, your roles include:**

Providing clarity of direction, living and protecting the Purpose and Values of your organisation.

Serving your teams, making your teams effective in delivering the Purpose.

Helping your teams see that they are making progress on something that matters.

Finding people who share the Purpose and getting them excited about it - customers, suppliers and colleagues.

What you do NOT want to get involved in is worrying about the team, cajoling them to do their work, refereeing in arguments between teams or departments or actually doing any of the team's jobs!



# NEXT STEPS...

I really hope you have enjoyed reading this guide, I've distilled my knowledge and experience as best I could to hopefully make you feel empowered to start changing the culture in your business.

If you now appreciate the critical role culture plays and how it is underpinned by Purpose, then you're in a strong position to create change!

I would naturally implore you not to just place this to one side now and get on with the business as you were, but to actually take some time to review your culture and think about your purpose, values and mission, with a view to how they make you and your people feel on a daily basis.

Now you've been given an insight into the theory, if you'd like help turning that theory into action and ultimately results, please read on to find out a bit more about me and how to claim your [\*\*FREE Culture Kickstart Bundle\*\*](#) (Value: £500).



## Who is James Bolle?

After a successful career in market research, an MBA, and then working in customer experience with brands like Tesco, Marks & Spencer, Nike, Starbucks, Waitrose, Sony Playstation and VW, I finally cracked the code to understand what it was that helped great brands succeed.

And that was it, I was hooked, I became obsessed with measuring and defining what they were doing well, so I could help others.

I found what set successful organisations apart from the rest was that they were clear about what they stood for and proved it every day in how they ran their businesses. They had the right culture.

This was a very exciting time for me as I got a unique insight into the inner workings of these brands but also a time of struggle personally.

The business I worked for did not have the culture of these leading organisations. We were driven to maximise the value of the business at a fixed date - and nothing else - I was compromised every day.

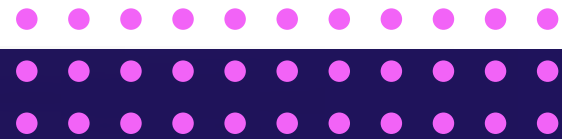
I spent so much time firefighting, refereeing arguments between teams, keeping secrets, and hiring replacements for the good people that kept leaving... that I spent almost no time doing the things I loved or the things that helped our clients (and therefore our business).



And the people working for me were unproductive, difficult to manage, and often stressed and miserable. To fix this, I put in place a programme of work to rebuild our culture from the bottom up. Team turnover dropped, absences dropped, client satisfaction went up, and the team started succeeding.

But a fundamental problem remained regarding culture. Our ultimate motivation was to maximise sales - nothing else. This came through in every strategic decision taken and it meant I was fighting a losing battle. But I had loved my experience rebuilding culture so much that I decided to take it to other businesses and help people like me. People who were growing a team or business but where the culture was getting in the way of success, rather than enabling it.

Business owners now pay me to help build their cultures so that their teams are happier, more productive, loyal, engaged and motivated, and their businesses succeed as a result. They have to work less and it's more fun to run their businesses. And their teams feel more fulfilled. Everyone wins.



## *What is my Purpose & Mission?*

Having preached the benefits of having an authentic Purpose throughout this guide, it would be unbecoming of me not to share mine... Simply, my Purpose is to turn on the light so others can find their way. This is what has driven me and has given me joy from my earliest days.

I became The Culture Builder to shine a light on work. I want people to love work so they can lead more fulfilling lives. This means helping every small business in the UK build an amazing culture that supports its people to achieve more.

Remember Purpose is discovered, not created. You just need the tools and mechanisms to find it! I will help you find yours by simply turning on the light for you.



# FREE CULTURE KICKSTART BUNDLE

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