

The Five HOWs of Culture

DIMENSIONS OF CULTURE	ANARCHY	BLIND OBEDIENCE	INFORMED ACQUIESCENCE	SELF-GOVERNANCE
HOW WE KNOW ▶ <i>Use of Information</i>		Hoarding	Need-to-Know Basis	Transparent
HOW WE BEHAVE ▶ <i>Organizational Structure</i> ▶ <i>Source of Behavior</i> ▶ <i>Reason for Behavior</i> ▶ <i>Responsibility for Own & Others' Behavior</i> ▶ <i>Source of Authority (Who Gets to Decide)</i> ▶ <i>Magnitude of Authority</i> ▶ <i>Source of Regulation</i>		Silos & Fiefdoms Autocratic Leadership Coercive Central Policing Authority Power Figure—Arbitrary Authority without Recourse Externally Imposed	Division of Expertise & Functions Rules Based Motivated by Individual Self-Interest Individual Organizational Units Power Figure—Consistent with Rules Top-Down Decision Making Voluntarily Adhered to Internal & External	Integration with High Trust Values & Principles Based Inspired for Greater Good Universal Vigilance Individual—Values Based Empowerment & Individual Accountability Act on Shared Beliefs
HOW WE RELATE ▶ <i>Roles & Types of Skills</i> ▶ <i>Personnel Development</i> ▶ <i>Level of Trust</i> ▶ <i>Rules vs. Values</i> ▶ <i>Nature of Relationships (Employees)</i> ▶ <i>Nature of Relationships (Customers)</i> ▶ <i>Nature of Relationships (Supplier/Third Party)</i>		Follower & Worker Rote Learning Heavy Inspection & Limited Delegation Minimal Adherence—Loopholes Suspicion & Penalty Based Suspicion & Close Monitoring Arm's Length—Transactional	Manager Training Checks & Balances, Contracts Compliance with Requirements Honorable Work—Pay & Reward Price It Fairly & Get Paid in Return Contractual, Fair, Impartial with Continuity	Leader Education High Trust & Verify Guided by What Is Right to Do Social Contract—Committed to Growth Add Value Beyond Expectation Mutual Collaboration—Make Each Other Better
HOW WE RECOGNIZE ▶ <i>Rewards & Recognition</i> ▶ <i>Penalties & Discipline</i>		Conformity &/or Obedience Supervisor Determined—Fear	Rewards for Personal & Organizational Success Established Structures & Procedures	Satisfaction in Achieving Mission & Significance Guilt from Self—Peer Pressure & Sanctions
HOW WE PURSUE ▶ <i>Time Orientation</i> ▶ <i>Mission & Purpose for Existence</i> ▶ <i>Determination & Definition of Significance</i> ▶ <i>Attention to Regulatory & Legal Requirements</i> ▶ <i>Attention to Market & Public Dynamics</i>		Short-Term Survival—Coerced to Participate Significance not a Concern, Human Doing Emphasis on Enforcement Superficial Attention—Game the System	Short-Term & Long-Term Goals Success Oriented—Reward for Achievement Journey of Success Controlled by Rewards & Penalties Highly Responsive & Reactionary	Driven by Legacy & Endurance for the Enterprise Mission, Promise, & Significance Journey of Significance Proactive & Preventive Lead & Transcend the Markets