



**PRAXIS SOLUTIONS**

# **DESIGNING THE HIGH-IMPACT CULTURE**

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Unlocking Hidden Customer Value  
and Transforming the Workplace

**DANIEL B EDDS, MBA**

# What is a High-Impact Organizational Culture?

There are two attributes that characterize a high-impact culture :

**1.**

A transformative workplace experience with high employee engagement

**2.**

Extraordinary customer value

These attributes rest on the foundation of a dynamic system of leadership.

Gallup and many others note that in the U.S., two-thirds of all employees are nonengaged or actively disengaged. Worldwide, this number is 85%. Gallup has calculated the annual cost of this disengagement to be \$7 Trillion, or nearly the combined economies of Japan and Germany.

Recovering this lost value for stakeholders requires more than one or two enlightened managers working with an organization. It will require a comprehensive approach to developing the right leadership system to build a culture that will deliver maximum value to employees and customers.

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# Three Steps to Developing the Right Culture

We believe that every organization needs to design the right culture that will give them their greatest success.

- Therefore, our approach to culture design and formation is based on a facilitated storyboarding exercise.
- The facilitation captures the perspectives from multiple sources of leadership.
- As a visual exercise participants can actively see the cause-and-effect relationship that build organizational culture

It is a process that is fun, engaging, and designed to deliver maximum impact.



## Step 1: Design the Extraordinary Customer Value

Organizations that enjoy a high-impact culture experience higher productivity, lower turn-over, and higher customer satisfaction. Capturing the full value that organizational culture can provide requires clear cause-and-effect relationship to customer value. Culture is what maximizes value and will sustain the delivery of value over time.

This customer-centric culture is what David Ulrich, PhD calls culture "from the outside-in." Aligning culture unites the employee experience with the deliver of extraordinary customer value.

Examples of the core value to be delivered to customers include:

- Relationship
- Collaboration
- Confidence
- Safety
- Love
- Achievement



*Designing the business strategy around the value to be delivered to customers*

## Step 2: Design the Foundation

A solid foundation to organizational culture provides the structure to withstand the forces of economic and market-driven hurricanes. This foundation has three parts:

### 1. Core organizational values

Core values sustain the drive the delivery of customer value and the employee experience. Markets and customers' needs change over time. Values are timeless. Embedding strong values into the culture will produce a sustainable leadership system.

### 2. Specific and measurable benefits customers will receive

Customer benefit is often associated with product or service functionality. However, there is more to customer value than product functionality. For example, many companies will identify "confidence" as the core value they want to deliver to their customers. When they take the next step and define "confidence" in terms of deliverables, then everyone in the work-force can understand their role in delivering "confidence."

The following are some examples:

Core Customer Value	Customer Benefits
Safety in the patient experience (healthcare)	<ul style="list-style-type: none"><li>• Lower risk of a fall</li><li>• Lower risk of a hospital-acquired infection</li><li>• Lower mortality</li></ul>
Relationship	<ul style="list-style-type: none"><li>• Higher total value</li><li>• Lower total cost</li><li>• Innovative products and services</li></ul>
Collaboration	<ul style="list-style-type: none"><li>• Innovative products and services</li><li>• Community and family impact (education)</li><li>• Lower product returns</li><li>• Lower total cost of ownership</li></ul>

### 3. Specific and measurable value to the employee

Today's millennials and those coming after them are active consumers of a workplace experience just like customers are of a customer experience. Employers no longer hold power over employees. Employees have many options available, and 50% of them are looking for a new job on any given day.

Furthermore, in the recently released "State of the Global Workplace: 2022 Report," Gallup reports that employee engagement has declined since the start of the pandemic. In the U.S., the percentage of "engaged" workers has declined to 33%. Worldwide, the number of engaged workers is only 21%.

Recognizing this trend, high-impact organizations seek to provide a workplace culture or experience that is positive, engaging, and committed to the wholistic development of their employees. While salary and benefits are an important feature of this experience, there is more to it than economics.

#### Examples of employee retaining experiences include:

- Gaining growth in self-confidence,
- Overcoming fear,
- Psychological safety,
- Opportunity to contribute to the improvement of their company
- Strong social bonds with the people they work with.

The following graphic will illustrate this cultural foundation.



*The foundation of a culture is the value to be delivered, the benefits of that value, value to be delivered to employees, and the supporting core organizational values.*

## Step 3: Design the Superstructure

Like any strong building, an organizational culture must have a strong foundation to support the superstructure.

The superstructure of organizational culture has four parts:

### 1. The employee experience

The employee experience is more than employee satisfaction. Employees might be satisfied with their salary. However, their engagement is a product of their opportunity for personal growth, the experience of collaboration, and psychological safety.

For example, it is easier for a hospital to develop a culture of patient safety, if there is the intent to create that same experience or value for the doctors, nurses, technicians, etc.

"To win in the marketplace you must first win in the workplace."  
-Doug Conant,  
Fmr. President  
and CEO of the  
Campbell Soup  
Company

### 2. The mindset of leaders in how they develop value in three key organizational resources

Every organization has three sources of capital which to create marketable products and services.

- a) People
- b) Money
- c) Knowledge

Our approach to culture formation is a collaborative approach to help clients:

Holistically  
develop  
people

Develop new  
knowledge by creating  
the opportunity for  
employees to  
collaborate around  
new thinking, question  
norms, and seek  
new solutions.

Develop their  
financial capital  
through process  
improvements.

### 3. Standard practices of leaders

Collaboratively, we work with High-impact organizations to first identify and then coach their leaders and managers to model a key number of:

- a) **Personal behaviors that are aligned with organizational values.**
- b) **Keystone habits, routines, or rituals.**
- c) **Rules and/or policies.**

These standard practices are the glue that holds the culture together and creates the infrastructure to maintain the culture through the storms of changing markets and economic turbulence.

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"People work for money but go the extra mile for recognition, praise and rewards."  
--Dale Carnegie,  
Leadership  
Training Guru

### 4. The reward and recognition practices

High-Impact organizations build regular routines that recognize and reward employees for their contribution to a positive culture. These routines can take many forms such as:

- **Handwritten thank you notes.**
- **Acknowledging an employee for modeling core values.**
- **Recognizing an employee for they way they handled a difficult customer.**
- **Peer to peer recognition.**

Graphically, the superstructure is illustrated in the following manner:



The cultural superstructure has four parts:  
1) the employee experience, 2) the value generating mindsets of leadership,  
3) standard leadership practices and 4) the reward system.

# Why Map the Culture?

The power of visual communication is unquestionable. In social media, visual content is 40 times more likely to be shared. Sixty-five percent of us are visual learners, and the human mind processes ideas in pictures. Developing a visual map of culture provides four benefits.

**1.**

The process creates a shared understanding of culture across all leadership segments.

**2.**

Leaders, managers, and front-line staff can see the future.

**3.**

Leaders can see the best place to start the journey.

**4.**

Managers can track the progress of their teams.



However, the real value of a culture map is the process of developing it. Through the experience of facilitated workshops, every management level can contribute and take ownership of the results. In addition, everyone can visually see and interact with each element of a high-impact culture rather than competing internally for power and position. By representing each element visually, managers will interact with the map and quickly understand their role in developing a dynamic culture that will engage employees and deliver unparalleled customer value.



Daniel B Edds, MBA, is the author of, *Leveraging the Genetics of Leadership*, cracking the code of sustainable team performance. This book is available wherever books are sold and on his website, [DanielEdds.com](http://DanielEdds.com). His insights into organizational leadership and culture are based on twenty-five years in the consulting trenches, working with over 200 organizations. To schedule an informational interview to discuss if culture mapping is right for you and your organization, please visit: [calendly.com/dan8854](http://calendly.com/dan8854)

