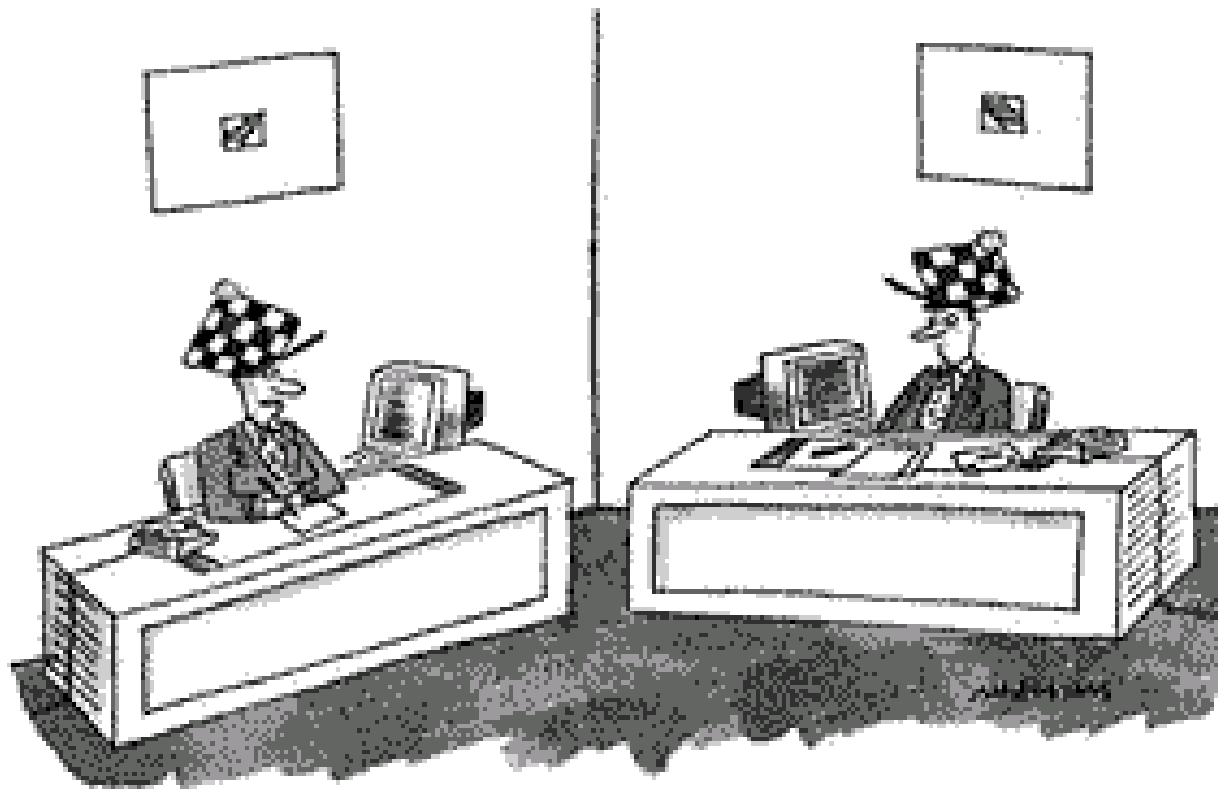




# All Hands Meeting

The CompuSearch Culture  
"Our Best Foot Forward"



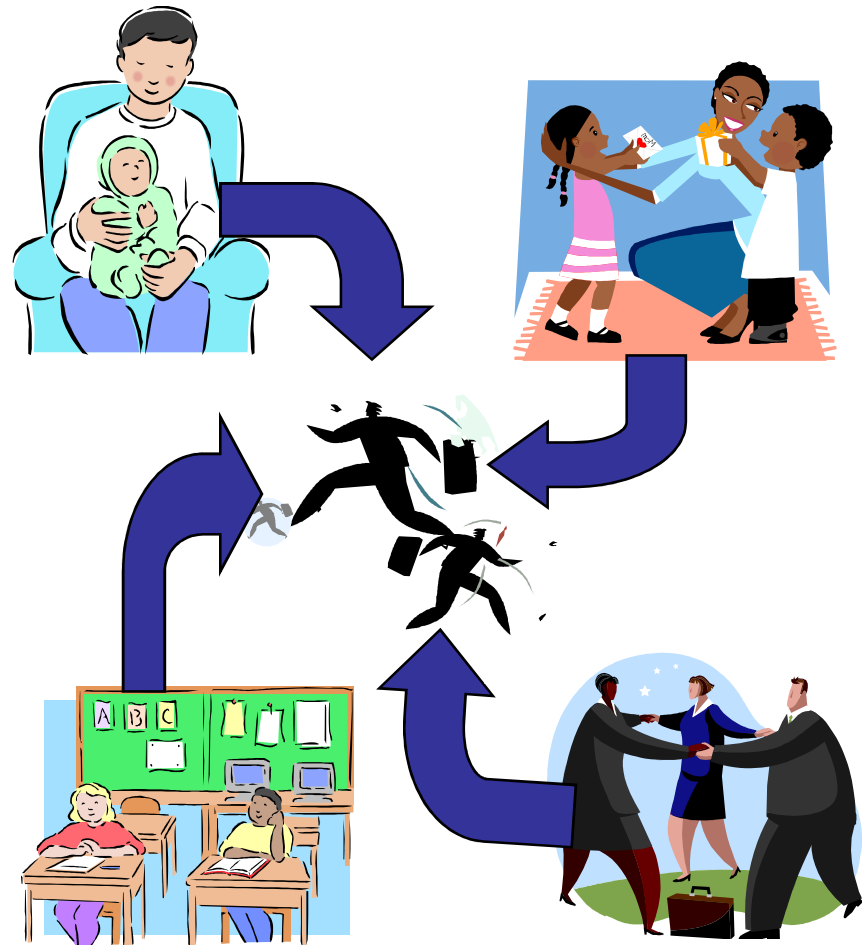


*“I don’t know how it started, either. All I know is that it’s part of our corporate culture.”*



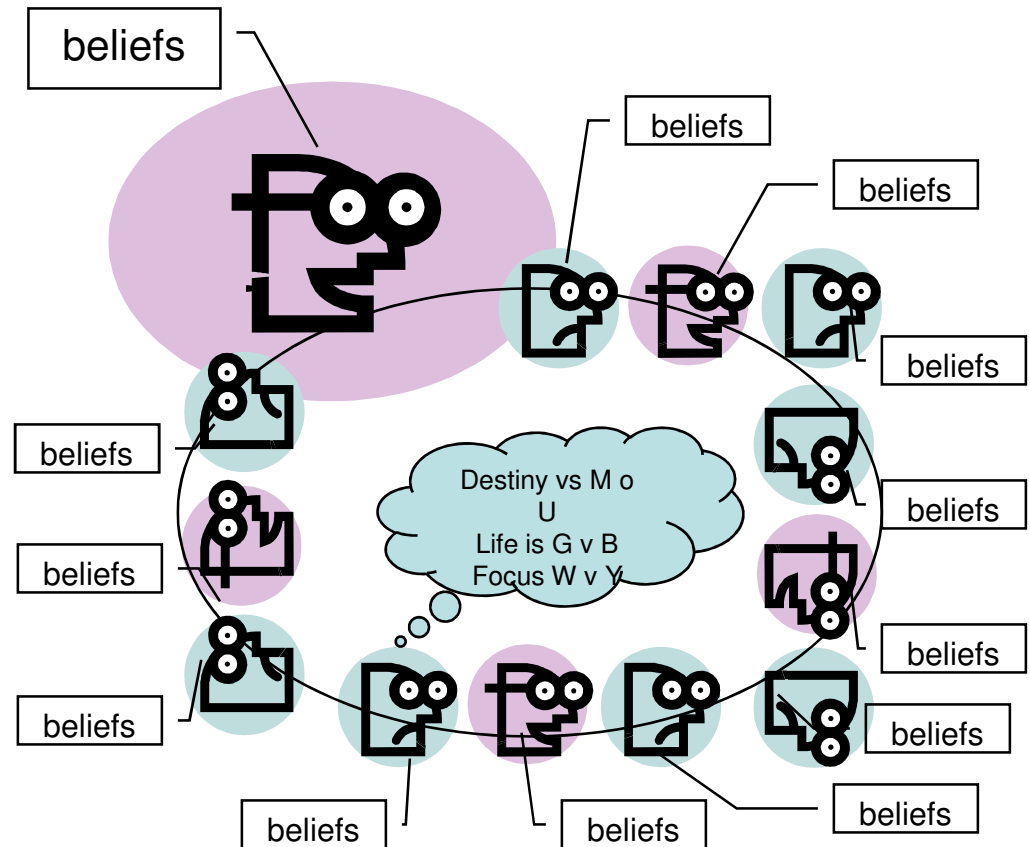
## Values are Beliefs that Shape Behavior

- **Each of us has beliefs that shape our behavior; e.g., :**
  - Who believes it is important to:
    - Show up on time?
    - Leave on time?
  - Who believes:
    - It is okay to toss something in the trash, miss, and walk away?
    - The number of hours worked matters more than the quality of output?
- **Do you ever wonder where beliefs come from?**
  - Based on perceptions, feedback, sense of self
  - From birth, baked at 3, confirmed at 10, and tested at 18-24

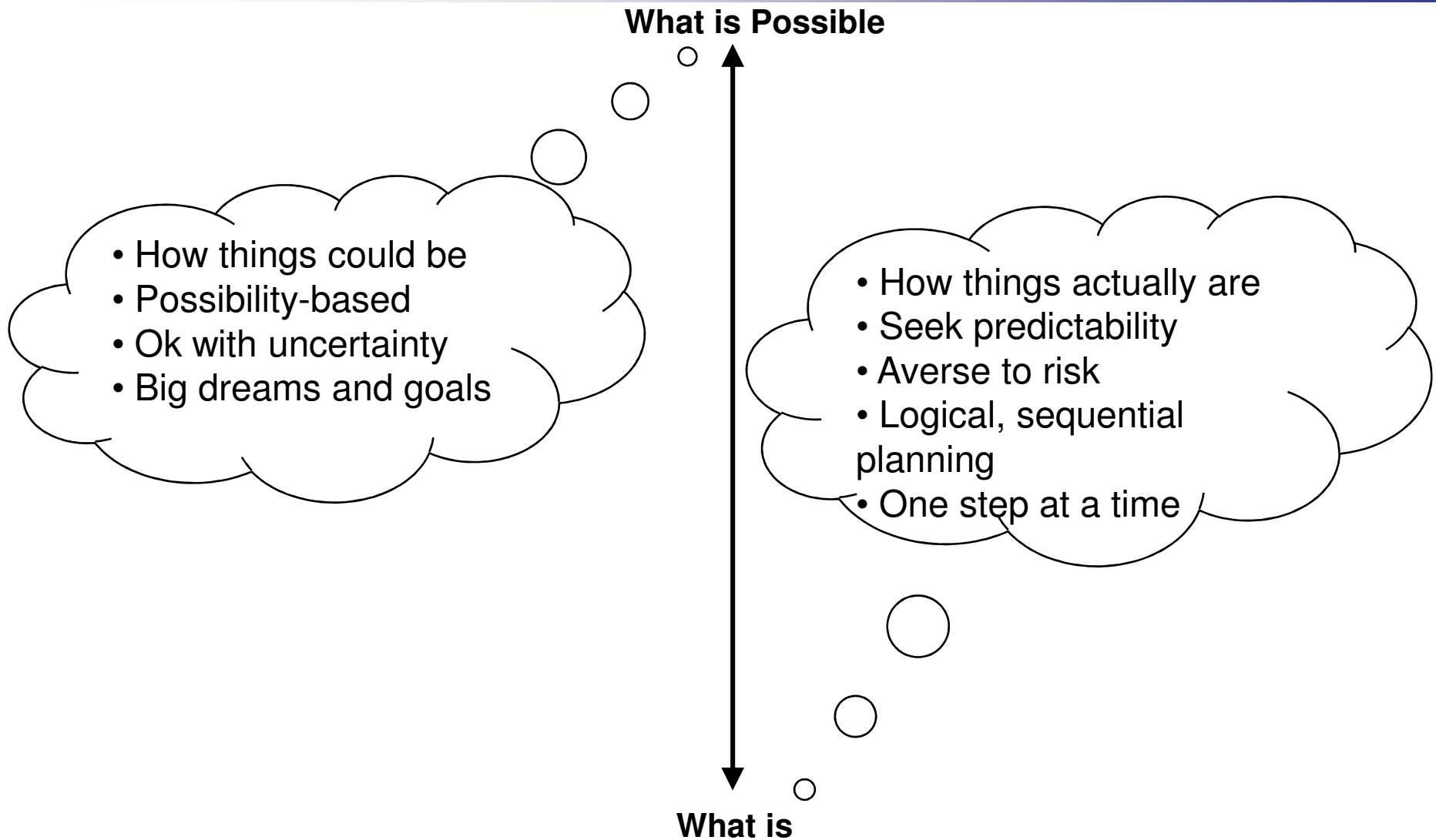


## Culture is the Way things Work

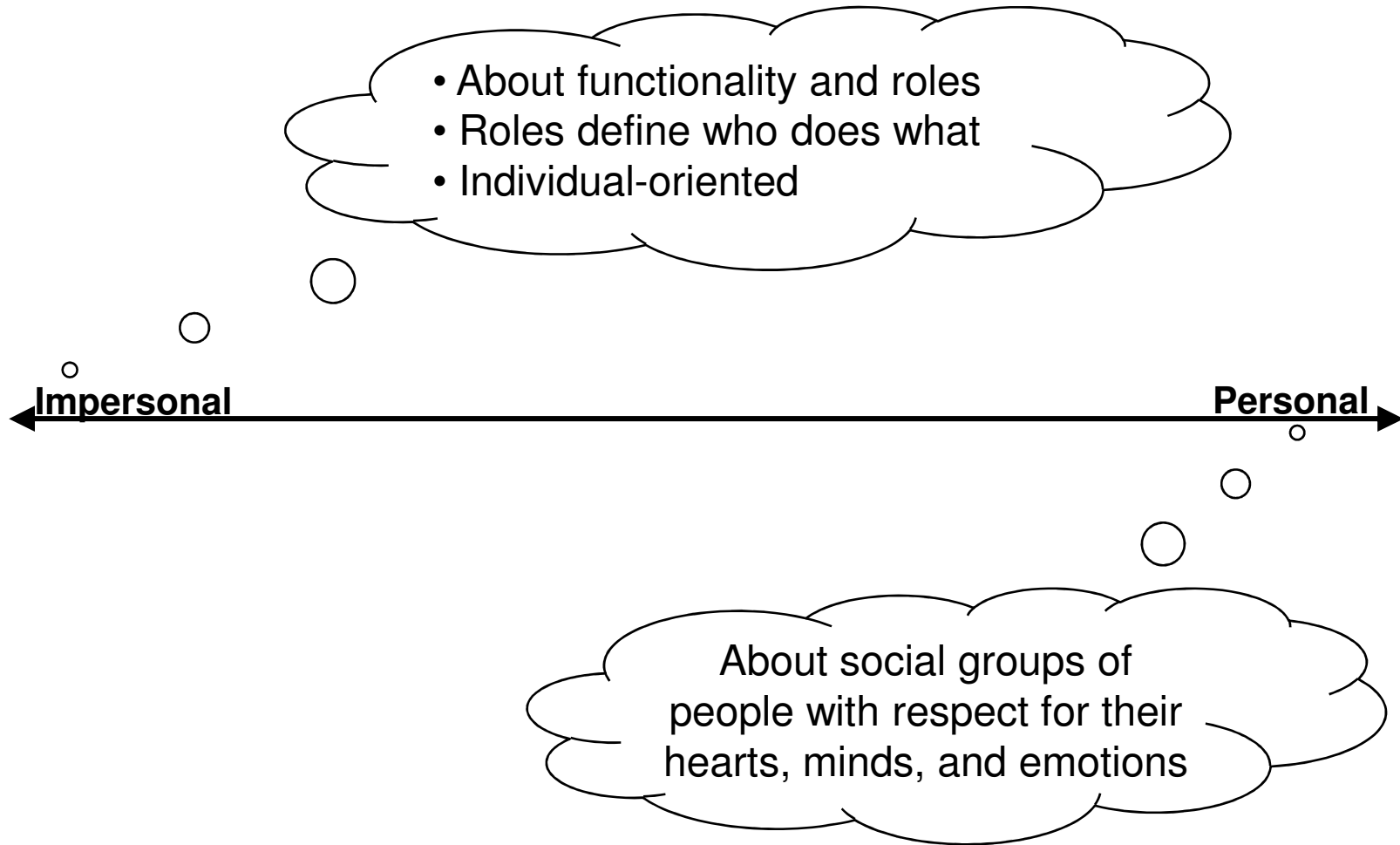
- Every social group works in certain ways as a function of their individual and collective beliefs
- New members effect the group and the group effects new members
- People fit well and perform better when their key beliefs align with their group's beliefs
- People who know and understand their firm's culture and their own values can be more effective
- When we talk about our vision it is key to cover our values and culture



## WHAT WE FOCUS ON TO MAKE DECISIONS

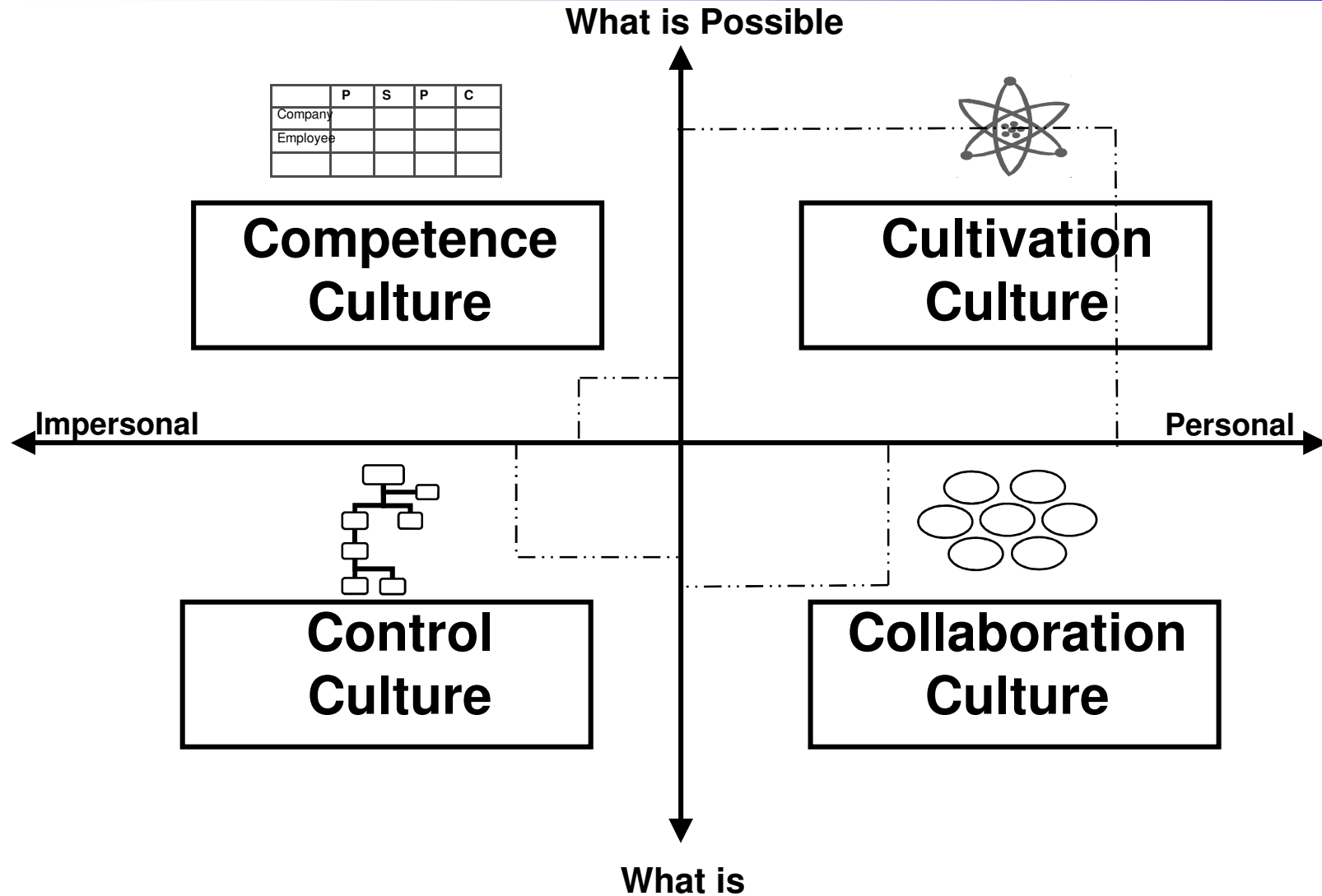


**HOW WE RELATE TO EACH OTHER**



# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER



## Key points about culture types

- A given community tends to demonstrate behaviors that are mostly from one of the four culture types
- No organization is purely of one culture or another – it is always a mix
- Organizations that are clear about the most important and desirable elements of their culture tend to perform better
- Being clear about culture helps in hiring, professional development, performance evaluation, goal setting, promoting, work assignments
- When effecting change it is best to work with, and in light of, the in-place culture and to be clear about target culture

# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER

	P	S	P	C
Company				
Employee				

**“Do it the Best Way”** What is Possible

**COMPETENCE**

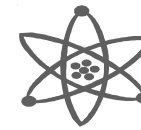
Customers seek: **Superiority**  
 Mindset: **Win-Lose** based on  
**constructive arguments rooted in  
 facts and logic**  
 Author: **Collins**

**Microsoft, Research Universities (e.g.  
 Colorado U)**

Community Seeks: **Excellence**  
 Rewards: **Meritocracy**

Conflict resolution, Planning, Decision  
 Making: **Constructive debate**

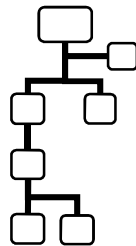
**CULTIVATION**



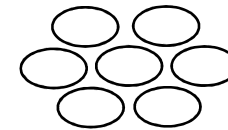
**Impersonal**

**Personal**

**CONTROL**



**COLLABORATION**

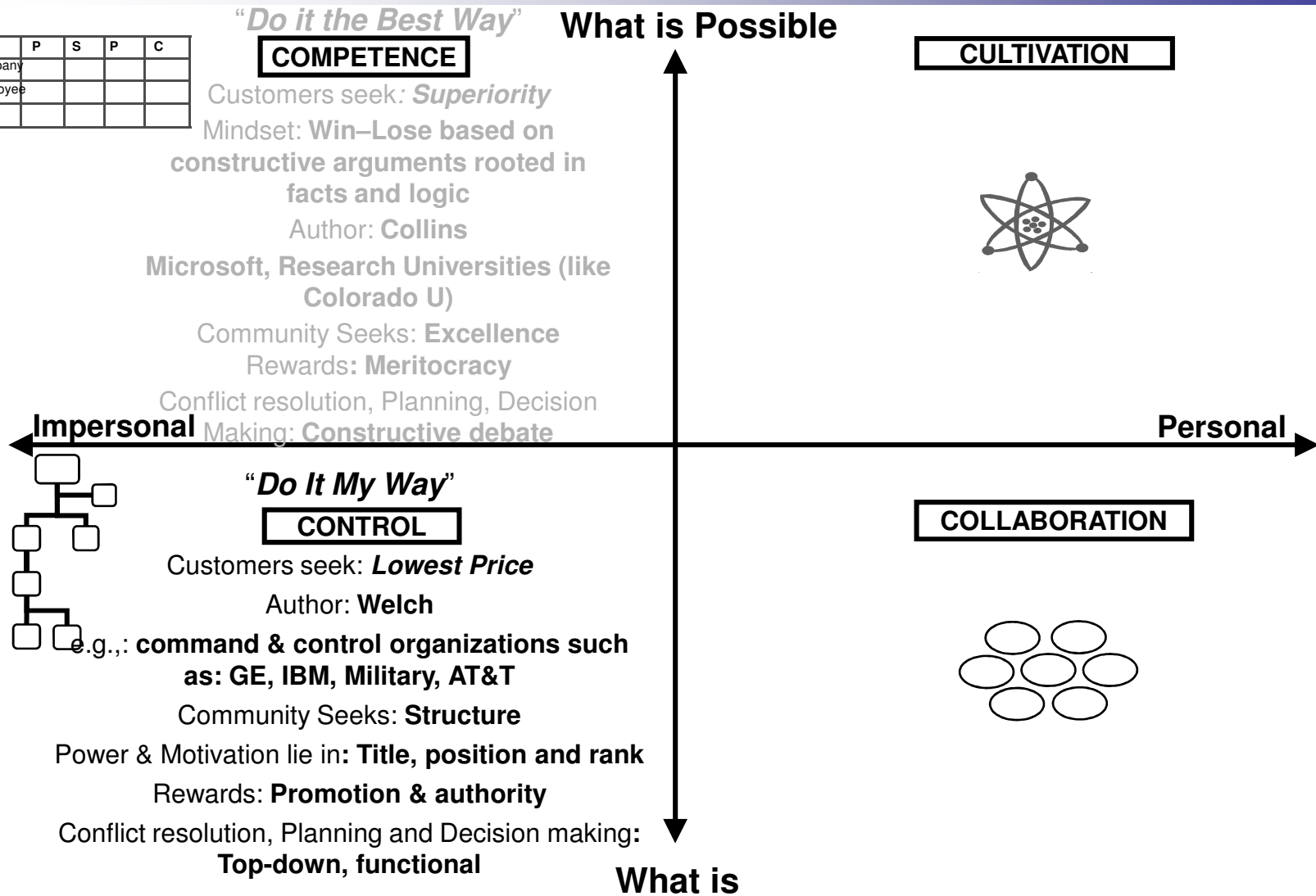


What is

# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER

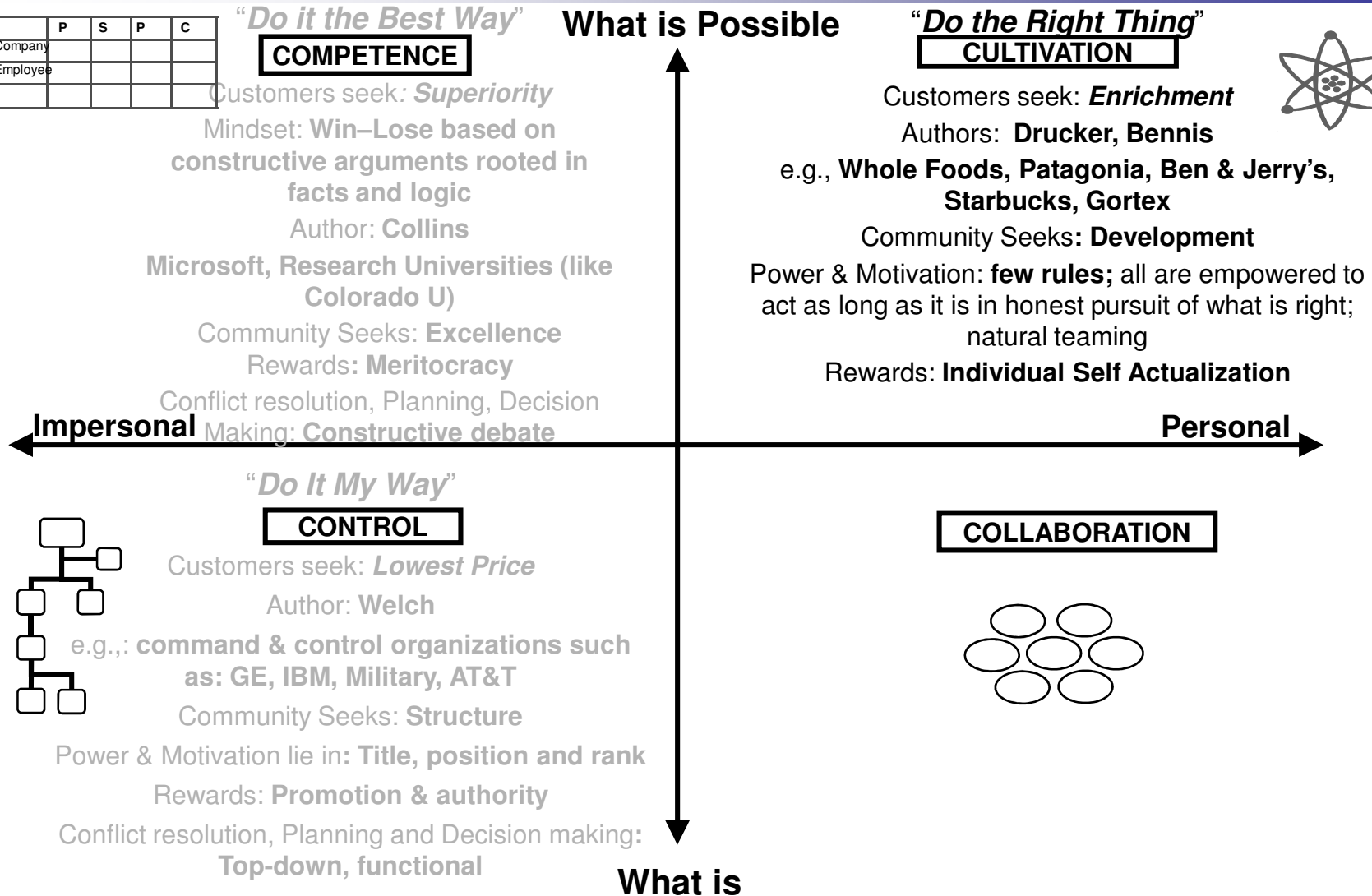
	P	S	P	C
Company				
Employee				



# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER

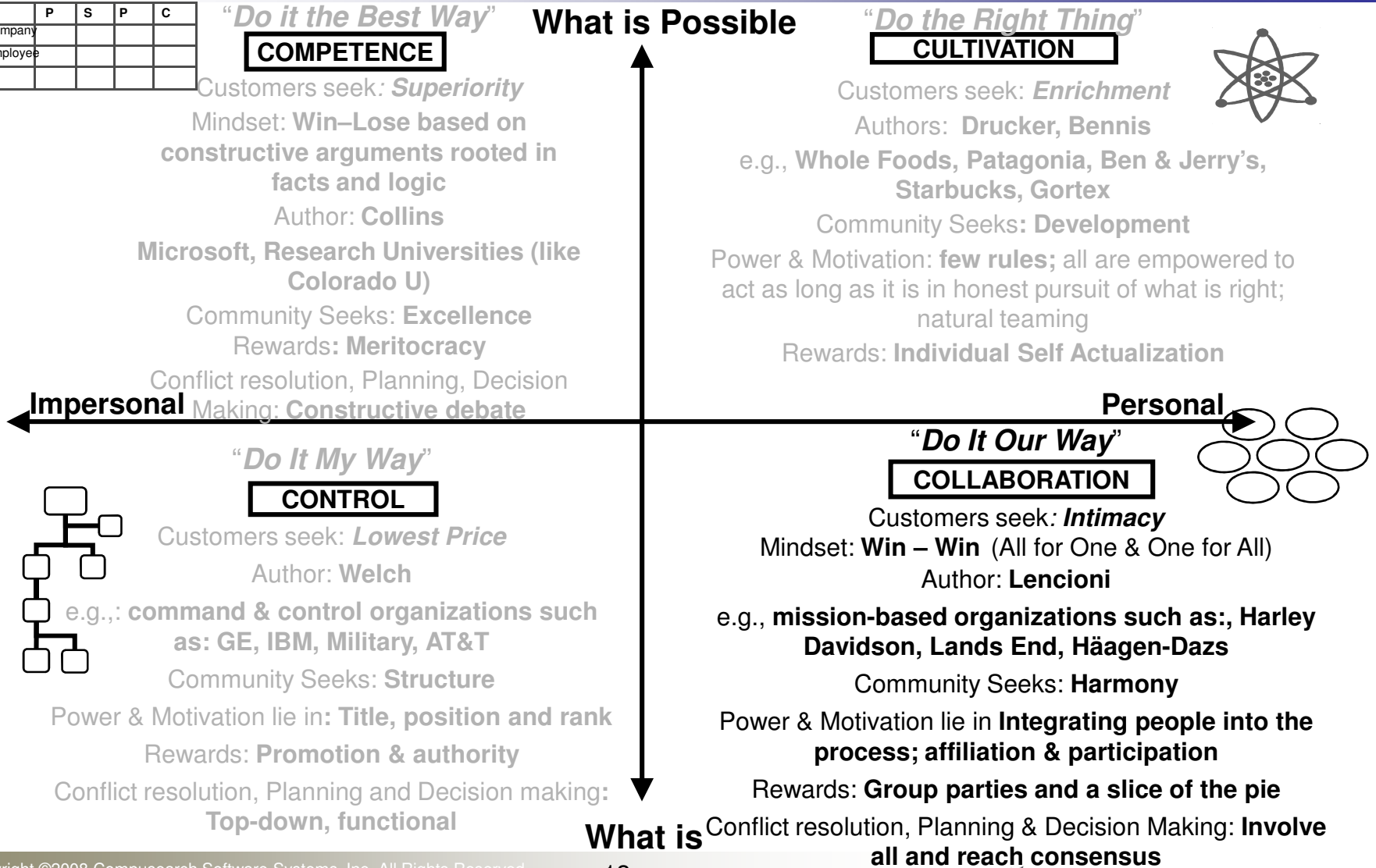
	P	S	P	C
Company				
Employee				



# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER

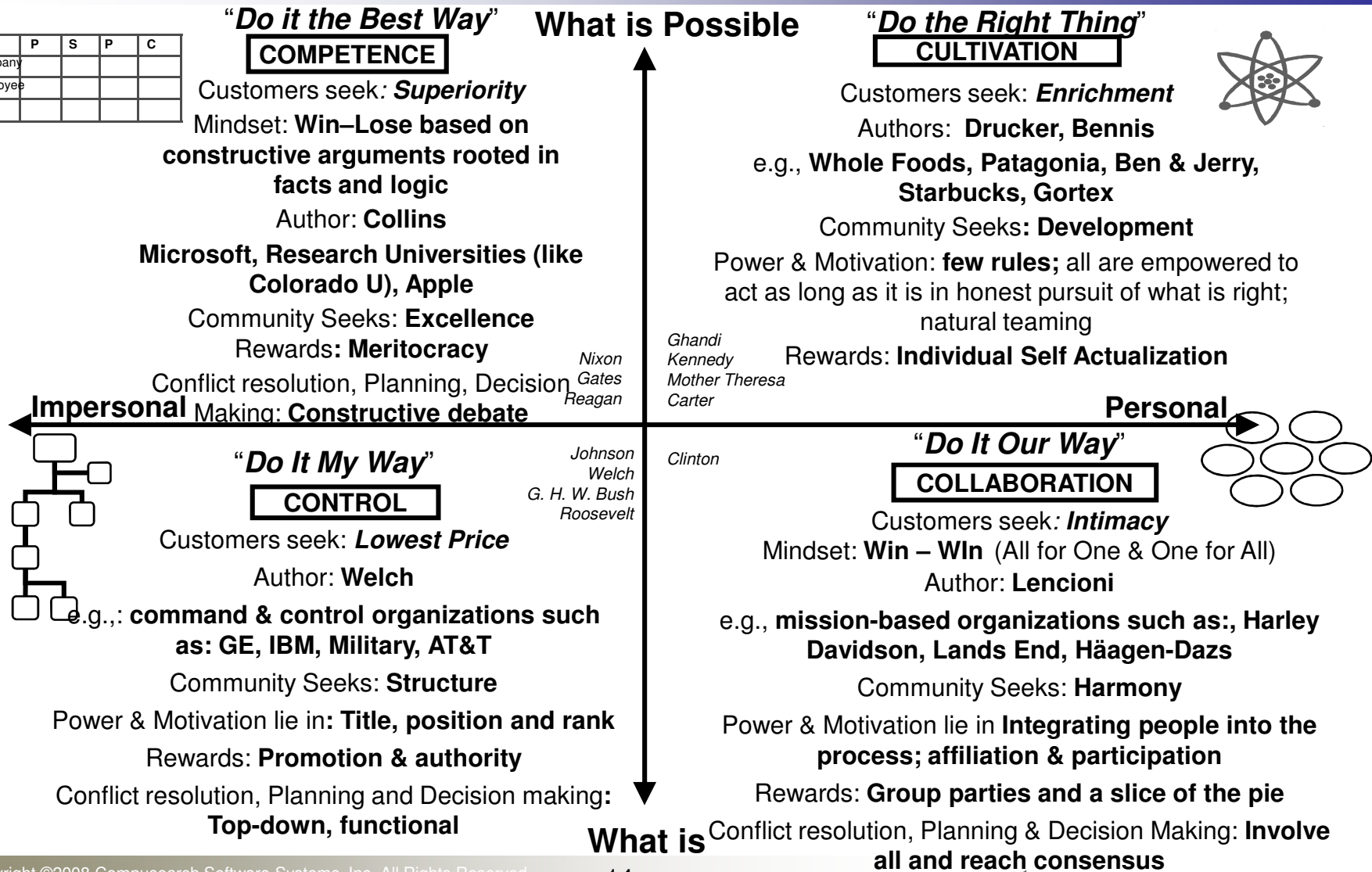
	P	S	P	C
Company				
Employee				



# WHAT WE FOCUS ON TO MAKE DECISIONS

HOW WE RELATE TO EACH OTHER

	P	S	P	C
Company				
Employee				



## How do we want to describe the Compusearch culture?

	<b>Cultivation</b>	<b>Collaboration</b>	<b>Competence</b>	<b>Control</b>	<b>Compusearch</b>
<b>Planning</b>	Community seeks to achieve values	Group brainstorming	Experts on the future	Functional Roll-up	???
<b>Decision Making</b>	Individual empowerment	Consensus	Ad hoc groups of experts	Top-down	???
<b>Problem Solving</b>	Subjective	Shared process	Look to, and for, experts	Efficiency	???
<b>Reward &amp; Compensation</b>	Intrinsic	All-for-one & one-for-All	Meritocratic	Status & Rank	???
<b>Conflict Resolution</b>	Do what is right	Win-Win	Win-Lose	Leader as referee (parental)	???
<b>Customer Interface</b>	Personal	Relationship	Superiority	Order taking	???
<b>Structure</b>	Ideal-centered	Team clusters	Matrix	Hierarchy	???

## The Way Forward

- Feedback gathered today will be used by the Management team to enhance internal processes, including:
  - Interviewing new candidates
  - New employee orientation
  - Professional development
  - Goal setting
  - Personnel assignments
  - Performance appraisals