

# How Culture Impacts Growth

## Benefits of a high performance culture

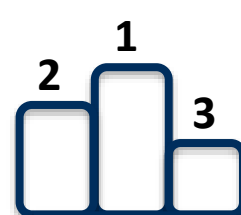
- Better execution of strategies
- Higher operational efficiency, excellence, reliability
- Greater success for mergers and acquisitions
- Increased customer satisfaction
- Higher rate of engaged and satisfied employees
- Able to attract excellent talent
- ROI, revenue, EBITDA and profits increase
- Greater innovation
- Improved health and safety records
- Lower attrition
- More motivated employees with higher productivity

## Disadvantages of a poor culture

- Poor internal alignment
- High aversion to risk
- Team resistance to change
- Fail to execute
- Underperforming
- Insider turf wars
- Thinking focused inwards

82%

Survey respondents who believe culture is a potential competitive advantage <sup>(1)</sup>



Top

3

The grouping where the global C-suite rank driving culture change among the top leadership development priorities <sup>(2)</sup>

13%

Number of employees worldwide who feel personal engagement with their work <sup>(3)</sup>

Cultures aligned with the business demands consistently outperform cultures that are not <sup>(4)</sup>

3.5 x

Number of times engaged employees are more likely to solve problems themselves and invest personal time in innovation versus unengaged workers. <sup>(3)</sup>

571%

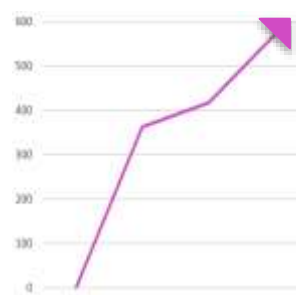
HIGHER GAINS IN OPERATING EARNINGS

HIGHER GAINS IN OPERATING EARNINGS

417%

363%

INCREASED STOCK PRICES



Culture isn't just one aspect of the game, it IS the game!



Louis V Gerstner, Former CEO IBM

From a survey of 7,000 executives: <sup>(5)</sup>

Only 12%

Of companies believe they truly understand their culture

46%

Reported that they are prepared to tackle the engagement challenge.

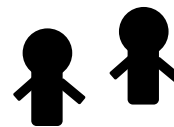
"If "people" were added to the strategy process strategy implementation would be a lot more effective"

The only successful strategy is one that can be implemented and having the right people in place is key to that implementation.



Chris Outram – OCC Strategy

After studying over 200 companies for several years, culture was found to have a significant impact on a firm's long-term economic performance. The role of culture in determining financial performance is becoming even greater in today's faster-changing, more competitive business environment.



John Kotter & James Heskett  
Harvard Business School Professors

1 Human Capital trends 2016 survey  
2 Senni Delaney  
3 Bain & Company  
4 Hagberg Consulting  
5 Deloitte

