

UNIVERSITY OF COLORADO-COLORADO SPRINGS
BUAD 3000 - INTEGRATED SKILLS FOR MANAGEMENT
SESSION 2

I. Today's Session

- ❑ Corporate Culture—a major driver in successfully managed organizations
 - Creation, development, impact and other issues
- ❑ What make companies great places to work—how does culture play a role?
 - Discussion of “100 Best” assignment—we’re going to be looking for the characteristics of what it takes to be a great place to work.
 - What are the barriers to success (what happened to 101 - ...)?
 - Team exercise—formulating the ideal company and overcoming the barriers to success.

II. Corporate Culture . . . Understanding it's impact

- ❑ The What and Why of Culture
 - Culture =
 - Are cultures important? In society? In organizations?
 - Myceneans, Cretans, Scythians, Thraceans, Magyars, Hittites, Etruscans
Macedonians - ever hear of them?
 - Spartacus and shared values
 - All groups/organizations have cultures

III. Who Cares? Why Bother?

- ❑ Remember Towers Perrin study
- ❑ A.T. Kearney Study
 - Survey of 50 “successful” F500 firms that consider culture an “important” function found that:
- ❑ Mercer Management Study

Ergo: Building a strong corporate culture is good for business!

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III. Who Cares? Why Bother? (Continued)

- If we understand it and its importance, why “can’t we all just get along”?

- ◇ Much has to do with “us”!

The “Message”:

Look to your own experiences

- Questions to determine culture (as a candidate) and to ask about your own company.

IV. “The 100 Best Companies to Work For” (Team breakout)

- Did the companies on the list surprise you? By the “perks” they offer? By the cultures they demonstrated? Were you surprised that your company was not on the list?

- Discuss the 100 Best Companies assignment and develop consensus answers to each question (which may not apply to your own company, but are answers that the majority of the team can agree upon). On those questions that involve a specific company, attempt to synthesize the responses. Your team leader will report for your group.

- Homework Assignment

Submit “Defining a High-Performing Corporate Culture” - via email by: Thursday, 1 September to: gary.smith@smithscott.com. Do NOT send as an attachment, please print within the email itself (in-line).

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Questions Used to Determine Corporate Culture

1. What makes people successful at XYZ company?
2. Why do people fail?
3. What do you most enjoy (and what gets you most frustrated) about working at XYZ?
4. What is the principal cause of employee turnover? Do you feel that reason is justified?
5. How important are "politics" within the firm?
6. How will my performance be measured?
7. How frequently will I receive my performance appraisal?
8. What do you feel that I will need to accomplish within my first year to be considered successful?
9. Why is this position available?
10. Were any candidates available internally for this role? Did anyone express interest in this role?
11. How often does XYZ feel it's "necessary" (vs. desirable) to promote from within?
12. How would you describe the culture/environment within XYZ?
13. Do you encourage employees to meet with each other socially at XYZ?
14. How would you describe my potential boss as a person?
15. Assuming that I deliver excellent performance, how long would you anticipate that I would remain in this job? What do you feel my next step/job will be?
16. Will I have an opportunity to meet my potential peers during this interview process?
17. How does XYZ communicate changes in corporate policy?
18. How would you describe me as a candidate for this role, compared to others that you have spoken with?

And so on . . .

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Team _____

“100 Best Companies to Work for in America”

After reviewing all 100 companies . . .

1. Name 3 attributes that these companies have in common? Of these attributes, which is the most important to you?
2. Which company would you most like to work for (based on the report only)? Why?
3. Assuming that your present company is not in the “Top 100”, why do you think that your company has not adopted similar policies to the “Top 100” firms?
4. What do you think are the most important factors that candidates consider when choosing an employer?
5. Formulate a “Mission Statement” (1 sentence that would describe your ideal company).