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Focus

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Building an Intentional Culture

An intentional culture defeats the typical default culture every time. To create an intentional culture, you must custom fit everything you do to that culture, including:

- Clarify purpose and understand why you exist. Example: "We believe we can bring joy to the world with beautifully designed buildings that are economical to operate."
- Custom fit your hiring process to your culture. Candidate interviews should reflect the

work environment. If self-directed work teams are crucial, for example, then prospective hires should be interviewed and approved -- at the last step of the process -- by a group of employees with whom they might work.

- Customize your physical space to fit your culture.
- Custom fit your team structure to the desired outcomes, or cultural intention.

Craft your culture to remove fear and clarify ambiguity. Trust is the foundation of teamwork. When people trust one another, they will collaborate. If they collaborate, you will get teamwork. With teamwork, you can get innovation, creativity, imagination and energy.

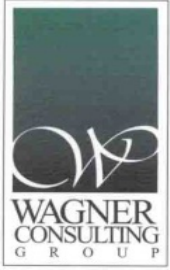
Eliminate chaos and destroy bureaucracy. Replace both with simple, well understood structure. Use simple tools that work well for humans. For example, some of the best project management systems are paper-based. I'm not promoting any products, but this link to an article by David Allen is worth a look.

<http://www.gtdtimes.com/2011/04/03/the-case-for-paper-based-productivity/website>

Management legend Tom Peters famously said, "Fail fast forward." Best-selling author Jim Collins says, "First fire bullets, then cannonballs." The point is to experiment and "Make mistakes faster" because we learn from mistakes.

Finally, do something! An imperfect strategy that is aggressively carried out beats a perfect strategy with poor execution every time.

Tom



Tom Wagner

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Too much respect for problems kills our faith in possibilities.

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