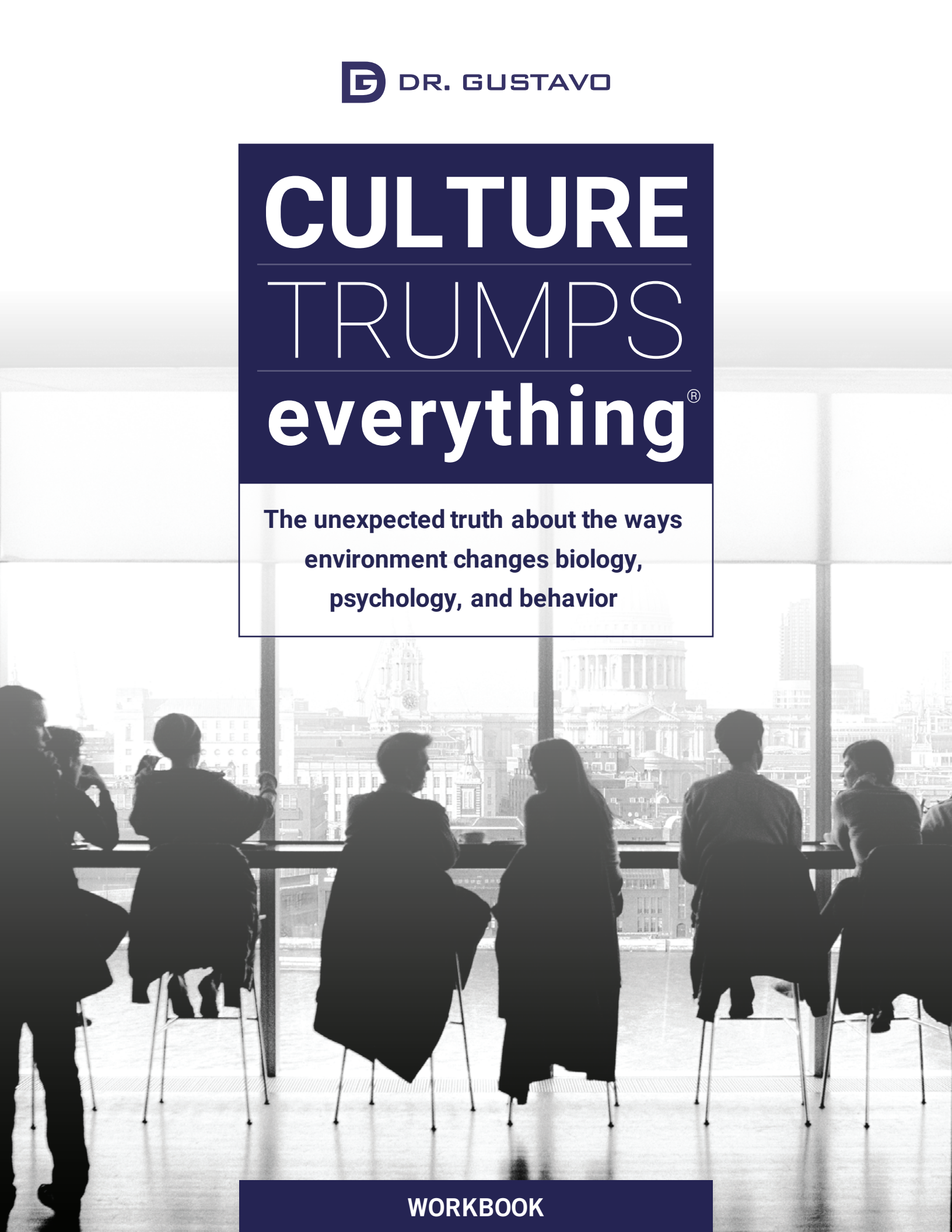
DR. GUSTAVO

CULTURE TRUMPS everything®

The unexpected truth about the ways environment changes biology, psychology, and behavior



WORKBOOK

BIOGRAPHY

Dr. Gustavo Grodnitzky is a speaker, consultant, psychologist, and author whose diverse background brings a unique and multidimensional perspective to his global clients. After obtaining his Ph.D. in clinical and school psychology, he completed post-docs in both cognitive therapy and forensic psychology. He previously ran an inpatient drug rehabilitation unit in a correctional institution and an outpatient mental health center.

Since the year 2000, Dr. Gustavo has focused on engagements with corporate clients and has worked with Global 1000 companies around the world, as well as with smaller, often family run, businesses. As a professional speaker and consultant, he has delivered more than 2,000 presentations on a variety of topics, including corporate culture, emotional intelligence, building trust in organizations, and integrating multigenerational workforces.

Dr. Gustavo's recent book, *Culture Trumps Everything: The Unexpected Truth about the Ways Environment Changes Biology, Psychology, and Behavior*, investigates the powerful ways that organizational culture impacts the creation of "quintessence" in organizations. It is this quintessence – the balance of connectedness, trust, shared common language and time perspective in an organization's culture – that ultimately determines the success and sustainability of organizations. If we want to ensure the best possible outcomes for ourselves and our organizations, we must focus on developing an organizational culture that fosters quintessence – and leads to success for all stakeholders – because...culture trumps everything.

When not traveling to see clients or give presentations, Dr. Gustavo lives with his dog and cat in Denver, Colorado.

EXERCISE:

Creating a subculture with two new rules:

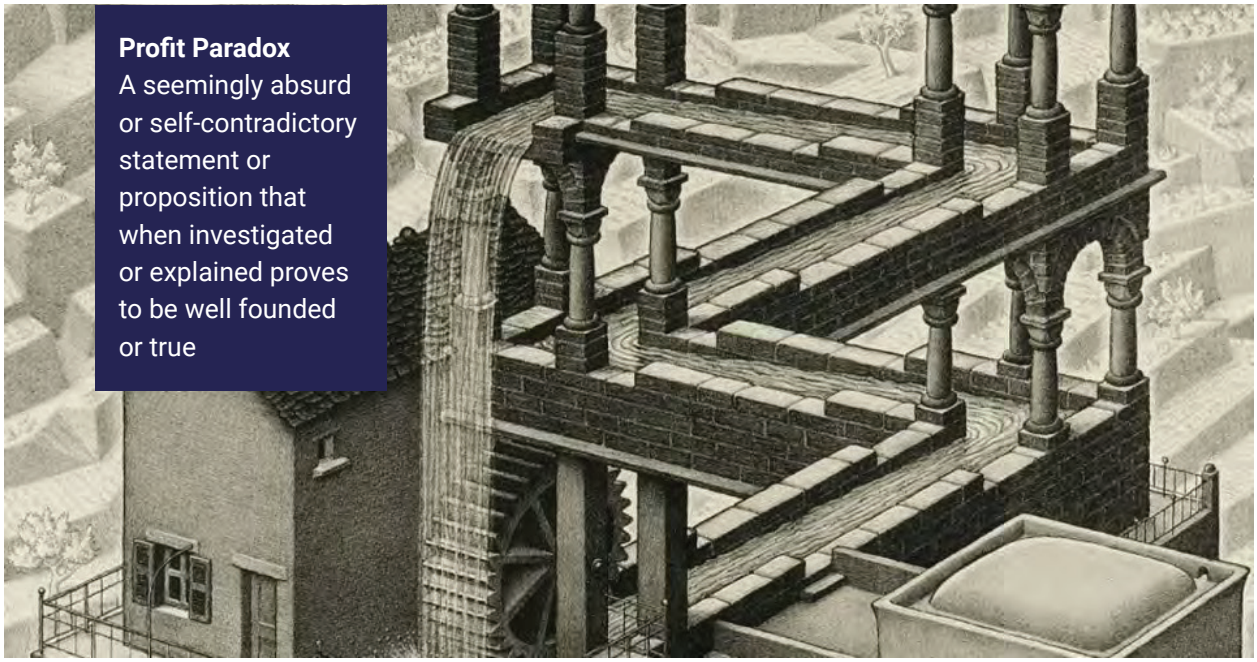
1.

2.

CULTURE TRUMPS everything

1. **Profit Paradox**
2. **Culture Factors**
3. **Results**
4. **Debrief**

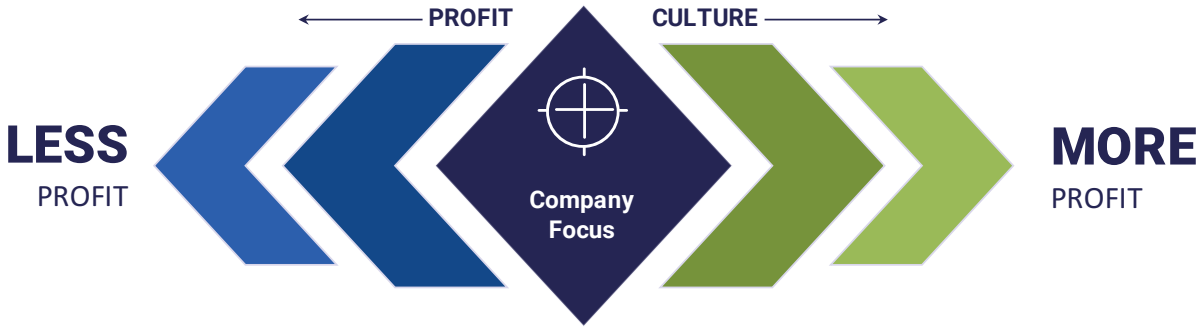
NOTES:



Profit Paradox
A seemingly absurd or self-contradictory statement or proposition that when investigated or explained proves to be well founded or true

NOTES:

Profit Paradox



Paradox
Classic Capitalism vs. Social Capitalism
Shareholders vs. Stakeholders

Factors of Production: Capital, Labor, Land Profit follows performance for all stakeholders

KEY FEATURES:

Classic Capitalism:

Social Capitalism:

Profit Paradox

CLASSIC CAPITALISM COMPANIES

- Abbott Laboratories
- Circuit City
- Fanny Mae
- Gillette Company
- Kimberly-Clark
- Kroger
- Nucor
- Philip Morris
- Pitney Bowes
- Walgreens
- Wells Fargo

SOCIAL CAPITALISM COMPANIES | PUBLIC

- Amazon (Nasdaq: AMZN)
- Best Buy (NYSE: BBY)
- BMW (XETRA – German Stock Exchange)
- CarMax (NYSE: KMX)
- Caterpillar (NYSE: CAT)
- Commerce Bancorp (NYSE: CBH)
- Costco (Nasdaq: COST)
- eBay (Nasdaq: EBAY)
- Google (Nasdaq: GOOG)
- Harley Davidson (NYSE: HOG)
- Honda (NYSE: HMC)
- JetBlue (Nasdaq: JBLU)
- Johnson & Johnson (NYSE: JNJ)
- Progressive (NYSE: PGR)
- Southwest Airlines (NYSE: LUV)
- Starbucks (Nasdaq: SBUX)
- Timberland (NYSE: TBL)
- Toyota (NYSE: TM)
- UPS (NYSE: UPS)
- Whole Foods Market (Nasdaq: WFM)

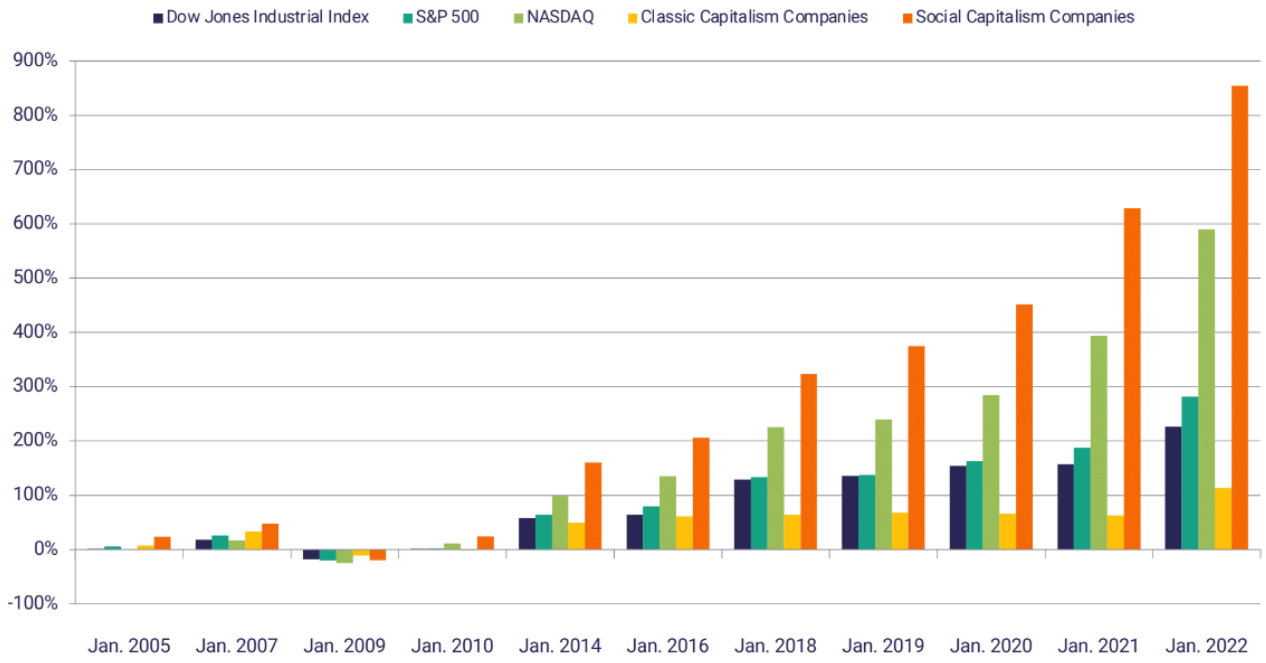
SOCIAL CAPITALISM COMPANIES | PRIVATE

- The Container Store
- IKEA
- Jordan's Furniture
- L.L. Bean
- New Balance
- Patagonia
- REI
- Trader Joe's
- Wegmans
- W. L. Gore

NOTES:

Profit Paradox

PROFIT COMPARISON



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KEY TAKEAWAYS:

1.

2.

3.

Culture Trumps Psychology

ABCs of LAW ENFORCEMENT

A **Average** to above average intelligence

B **Behavior** that is free from psychopathology

C **Conscientiousness**

KEY TAKEAWAYS:

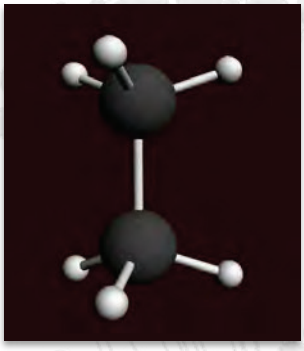
1.

2.

3.

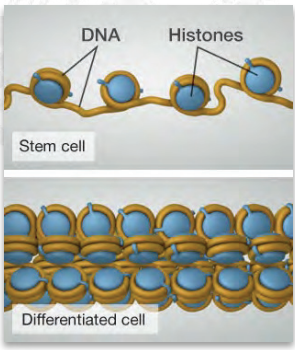
WHAT ABOUT CULTURE FIT?

Epigenetics



METHYL GROUP: Light Switch (On/Off)

HISTONE: Dimmer Switch (High/Low)



KEY TAKEAWAYS:

1.

2.

3.

Epigenetics

- Epigenetics do change
- Changed by how we live (what we do, eat, drink and how we manage stress/adversity)

KEY TAKEAWAYS:

1.

2.

3.

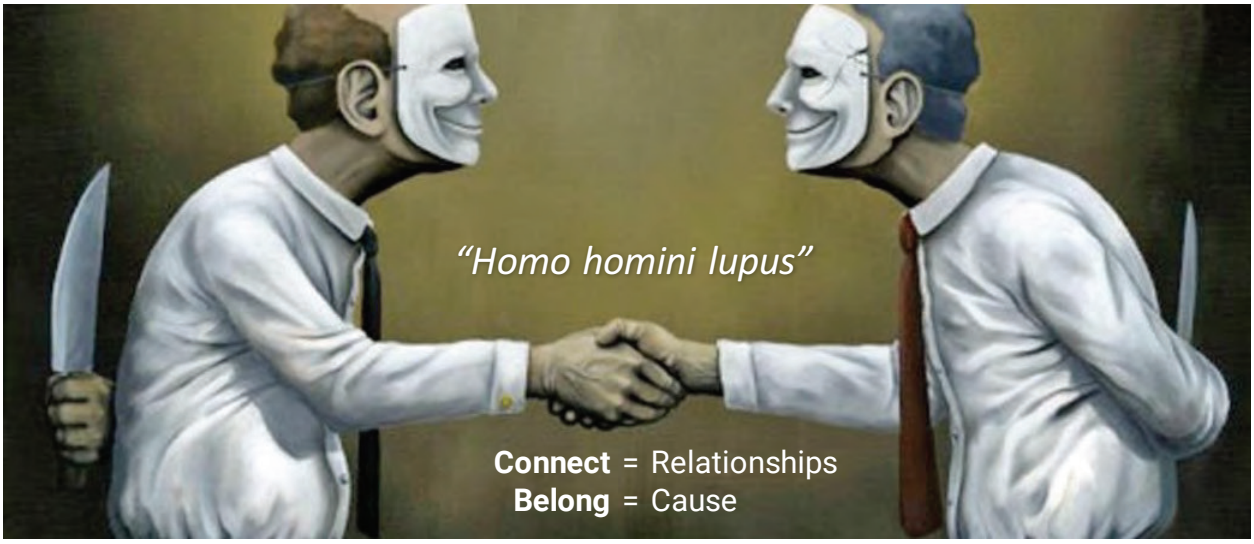
Connectedness

NOTES:

Culture Factor | 1

Connectedness

COMPETITIVE DRIVES ARISE WHEN PRIMARY DRIVES ARE STIFLED



NOTES:

Culture Factor | 1

Connectedness Exercise

Connectedness can be demonstrated in variety of ways

Cognitive

Physical

Emotional

EXERCISE:

1. **2.** Conclusion:	**1.** **2.** Conclusion:	**1.** **2.** Conclusion:
Action:		

Culture Factor | 1

Belong — Cause

CAUSE

- Meaning
- Significance
- Big Picture
- Purpose
- Profit?

How does what you do:

- Change the world?
- Change human experience in the world?

MISSION:

CAUSE:

Culture Factor | 1

Belong — Cause

SMITH CORONA | 100 year history of innovation

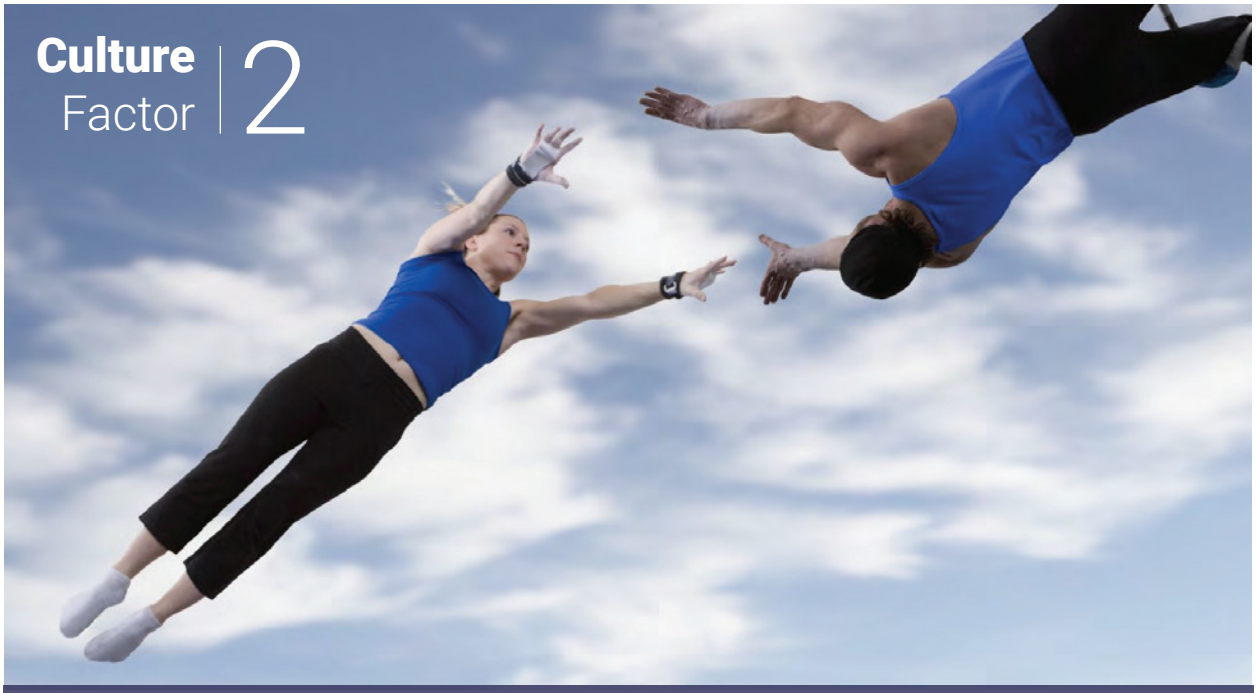
NOTES:

Culture Factor | 1

Belong — Cause

SMITH CORONA + ACER

EXERCISE: DEBRIEF VIDEO



Trust

NOTES:

Culture Factor | 2

Trust in Organizations

HEWLETT-PACKARD

- Started in 1939 by Bill Hewlett and Dave Packard
- First product: Audio oscillator
- Genius was to focus on culture from beginning

- Trust and respect for individuals
- A high level of achievement and contribution
- Conduct business with uncompromising integrity
- Achieve our common objectives through teamwork
- Encourage flexibility and innovation
- A flat management hierarchy

NOTES:

Culture Factor | 2

Trust in Organizations

HEWLETT-PACKARD

Fiorina Missteps (missed/ignored by Board)

- Bragging about manipulating (decreasing) supply during CA blackouts
- Insisted on "Reinventing" HP while stating she valued HP culture
- Began to change culture from engineering focus to sales focus (stripping R&D of resources, compete vs. collaborate)
- Launched a $200 million marketing campaign starring herself as "Rock Star" CEO
- April, 2001, requested voluntary pay cuts to avoid layoffs
- August, 2001, laid off 6,000 employees
- September, 2001, announced merger with Compaq
- Hung her picture next to founders in HQ

NOTES:

Culture Factor | 2

Developing Trust

Not just random experience:

$$\text{Trust} = \frac{\text{Experience (ROCC)}}{\text{Risk}}$$

R	Reliability	O	Openness	C	Competence	C	Concern

EXERCISE: TRUST

1. 2. 3. 4.	1. 2. 3. 4.
Conclusions—Actions: 1. 2. 3.	

THREE WORDS TO MEMORIZE WHEN BUILDING TRUST:

Culture Factor | 5

Quintessence

THE FIFTH ELEMENT

NOTES:

Cultivating a Culture of Success

DEBRIEF

Connectedness

- Relationships
- Cause

Trust

- Reliability
- Openness
- Competence
- Concern

Quintessence

Of these 6 components:

- Which ones are your **strengths?**
- Which ones are your **challenges?**
- **Pick one:** What can you do in the next 30 days to begin to overcome your challenge?

FINAL EXERCISE:

1.

2.

3.

4.

Brand New! Dr. Gustavo's New Online Training

MMC MILLENNIAL MASTER CLASS
Creating Your Competitive Advantage
with the Largest Generation in the Workforce

Creating Your Competitive Advantage with the Largest Generation in the Workforce

Dr. Gustavo presents his work to thousands of CEOs every year, many of you ask how they can help their staff create a more productive and profitable culture. With your help and input, we are launching our first online training program addressing the burning issue of the biggest workforce challenge we are facing today; recruiting and retaining Generation Y!

Product Overview

This five-module online training program is designed to provide a deep, meaningful understanding of the most critical components to successfully work with Millennials. With this course your staff will have clear, specific, and concrete steps you can use to more effectively motivate, compensate, recruit and retain these future leaders.

This program will provide a roadmap to steer your culture toward one that creates raving fan employees – particularly your millennial employees.

Participants will learn clear, specific, and concrete steps you can use to more effectively motivate, compensate, recruit and retain these future leaders.

Go to www.drgustavo.com/MMC to get more information.

Connect

How can my staff learn from Dr. Gustavo too?

Connect with Dr. Gustavo for ongoing articles, blogs and updates.

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