

BET ON TALENT

HOW TO CREATE A
REMARKABLE CULTURE THAT WINS
THE HEARTS OF CUSTOMERS

DEE ANN TURNER



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To Jimmy Collins
I am so grateful that many years ago,
you bet on me.

To my precious family—
Ashley, Trenton, Trevor, and Trey—
who have lived the story with me
and have loved and encouraged me always.
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and gift of each of you.

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FOREWORD

Corporate culture is not what many people think it is. It isn't about perks. It isn't about dress codes or furniture. And it certainly isn't about bringing your pets to work. Like everything else in business, it's about people and the way they behave in the course of doing their work.

Dee Ann Turner understands this deeply and writes about it in a way that goes beyond mere academic theory. She vividly describes in practical detail her experience at Chick-fil-A, one of the most culturally intentional companies in the history of American business, outlining how a group of ordinary people built an extraordinary culture.

Dee Ann makes the case that any cultural effort revolves first around hiring, using great discernment and rigor to bring the right “raw human materials” into an organization. But she goes beyond that and, with stories and practices, describes how management must help people understand and adapt to the cultural principles of a great company.

Two things make this book special. First, it is thoughtful, thorough, and actionable. Second, it centers on an organization that is not so much a company as a social experiment, one that testifies to the reality that the dignity of employees and customers is consistent with operational performance.

I hope that every leader of every type of organization can embrace the disciplines of building healthy organizations and realize that culture is not just a nice thing to do but is core to their responsibilities. Wouldn't it be great if one day every employee had the opportunity to go to work with enthusiasm and to come home more fulfilled as a result of being there?

Patrick Lencioni, president, The Table Group; bestselling author, *The Five Dysfunctions of a Team* and *The Advantage*

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Millions upon millions of Chick-fil-A Raving Fans who support the brand of Chick-fil-A.

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And finally, all thanks be to God, the author and perfecter of my faith, who is my everything. I am, among all people, most blessed and most grateful.

INTRODUCTION

At Disney, they like to say, “It all began with a mouse.” When I describe my long career at Chick-fil-A®, I tell people, “It all began with a flat tire.” This one seemingly insignificant event is forever imprinted in my memory.

A woman came into the church office where my husband, Ashley, worked as a youth minister and told him she had a flat tire. She asked if she could use the phone to call for help. Instead, Ashley eagerly changed the tire in the church parking lot himself. As she was leaving, she gave him a card for a free Chick-fil-A sandwich. He asked her if she worked at Chick-fil-A. She told him that she was an employee at the Chick-fil-A Corporate Office, as it was known at the time, but had just turned in her resignation because her husband’s company was relocating them out of state. As she was getting back into her car, he asked her what department she worked in and she replied, “Advertising.” Ashley ran back inside the church and called me with this priceless piece of timely information. Chick-fil-A had

an opening in the advertising department, my specialty at the time.

You see, I grew up in Atlanta, home to Chick-fil-A, eating at the restaurant every time we went to the shopping mall, where all Chick-fil-A restaurants were located at the time. Ashley and I had our first date at our local Chick-fil-A when I was still in high school, and my mother and I had lunch at the closest Chick-fil-A to the church on my wedding day. However, I must confess that when I began pursuing that job at Chick-fil-A, I knew very little about the company and its culture.

The Chick-fil-A corporate office was located just a few blocks from where Ashley served as a pastor. Several church members worked at Chick-fil-A and invited him to lunch at the office. Each time he went, he would tell me about the beautiful campus, the friendly people, and the incredible culture he experienced there. He'd begun encouraging me to apply for a job at Chick-fil-A months before he met the woman in the church parking lot with the flat tire.

I had completed the laborious twelve-page application and mailed it to the human resources department. Two weeks later, I'd received my first rejection letter: there was no position that fit my interests, experience, and background. Not overly disappointed, I thought, "Well, that is that." Not as easily deterred, Ashley continued to encourage me to follow up and apply again. I did apply and received a second rejection letter very similar to the first one. By this time, I was becoming intrigued and had learned enough about Chick-fil-A and its culture to know that I was very interested, but I was not sure how I was going to get an interview with them,

much less be hired. After about six months of persistent follow-up phone calls, I was about ready to give up on the idea. That's when Ashley called and informed me that a position in advertising had just become available.

I thought it would be a wonderful place to work for a few years until we decided to start our family. Then I would stay home with my children and be the pastor's wife. Destiny is a funny thing. God's plan for my life was just beginning to take shape, and I was naïve to the blessings that had just come my way. It took four long months and countless hours of interviewing—but I got a job as the administrator to the vice president of human resources.

The night I was selected, I stood at the railing overlooking the five-story open atrium in the center of the office building. It was a place I often stood over the next three decades to ponder selection decisions. From that vantage point, I began to reflect on the career I saw ahead of me. I can still re-create the excitement I had inside of me that night. I knew I had just become a part of something truly special. There was no possible way at such a young age and with so little life experience I could, in any way, imagine the opportunities that were about to come my way. However, that was the beginning of a journey that shaped my entire adult life. The relationships, business knowledge, experiences, and life lessons to follow have been nothing short of remarkable. What wasn't as obvious then is evident now: I can clearly see God's orchestration of all the details to direct my path—including a woman who asked my husband to use the phone.

Why do I tell this story in a book about selecting and growing talent and creating a healthy, compelling, even remarkable

culture in your organization? Story is the tool I use to teach principles.

This book is full of both principles and stories. Remarkable cultures are created and nurtured through the power of stories. This book will describe to you how to conduct an effective behavioral interview, and it will explain the steps to giving feedback and being an influential mentor. It will also educate you on the essential elements of a remarkable culture and how to inspire your organization to be willing to do the hard work to attain one. Remarkable cultures are based on timeless principles, and those principles, like ancient truths, are conveyed through the power of stories that contain them.

I am not a gambler. I've never placed a bet or even played the lottery. I prefer to invest in ways that have a more sure and secure return. You won't catch me constantly checking the daily stock report. Large-scale financial risk does not usually appeal to me. Some people thrive on it, but that's not me.

Over the years in my career, however, I have learned to bet on talent. Because people decisions are the most important decisions a leader makes, they can be game changers for the culture and the organization. Every one of these decisions builds on the previous one. Select the wrong person for a role or promote a poorly equipped leader and you quickly see the impact. Making a succession of wrong people decisions can be fatal to the organization. On the other hand, if you want to transform a culture or increase your competitive advantage, then bet on talent. It's high risk when you make the wrong decision, but it's high reward when you make the right one. If I am looking for a way to gain a competitive

edge, to get the biggest return on my investment, and to improve the engagement of people within the organization, I will bet on talent every time.

For thirty years, my role was selecting talent. Among other things, I was responsible for finding people to cultivate and grow an amazing organizational culture. This is what I will share with you in the coming chapters. If you're part of the selection team in your organization, be aware of the responsibility you possess. The people decisions that you make—the people you choose to select and the people you choose not to select, grow, and develop—will directly impact the culture of your organization, either positively or negatively. While it was an incredible responsibility, it also provided me with the greatest joy of my career: hearing the stories of people's lives and experiences. It happened right there in my office, as one candidate after another sat nervously on my little couch and I learned of their backgrounds, interests, and dreams.

In this book I will share with you the principles I learned, practiced, and taught about creating and growing a remarkable culture and selecting and developing extraordinary talent in my role as vice president of human resources and later vice president of Talent at Chick-fil-A. I am forever grateful to Chick-fil-A for the many adventures and opportunities I experienced over the years. It's still hard to believe it all started with a flat tire.

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The Essence of a Remarkable Culture

The culture of an institution, I've come to learn, is not just one of the things you manage. It ultimately affects everything that goes on in the institution. You have to understand it, shape it, and talk about it, and you have to lead it.

Lou Gerstner, quoted in "Creating New Corporate Memories to Reinvent IBM" (2005)

It's a cold, overcast day in Atlanta in 1956, and Ray has just finished working the night shift on the assembly line at the nearby auto manufacturing plant. He's alone now since his wife died suddenly a few years before, and their three grown children live out of state. The warm air of the little twenty-four-hour restaurant across the street from the Atlanta airport rushes past him as he enters, pushing the damp, chilly air back outside. He takes his usual stool

at the counter and pulls out the newspaper. Marie, his usual server, walks by while flashing her typical bright smile, and they exchange greetings as he starts pouring the sugar in his hot cup of coffee.

“Good morning, Ray!”

“Mornin’!” he replies. Ray is one of the regulars. He comes in every morning, sits on the same stool, and eats the same order of “two eggs over easy, bacon, grits, toast, and coffee.” At this restaurant, they know his usual order, his name, and his story. That’s why sometimes when Ray feels lonely, he wanders into the restaurant. He’s there not for the fifteen-cent cup of coffee but for the friendly smiles and warm greetings he is sure to receive when he steps through the door.

The owner greets him most of the time when he walks in the door. The people in that restaurant are not merely customers to the owner; rather, they are more like guests in his home. He knows their names, their regular orders, and their stories too. He and his employees dish out a lot of kindness right along with the meals. Some of the customers eat there three times a day, and a few dine there every day. The warm, welcoming atmosphere and the emotion generated by the exceptional hospitality nearly wrap their arms around customers every time they enter. It would be easy for this to become anyone’s favorite restaurant simply because of the special atmosphere the owner has created.

No one could foresee this restaurant becoming known as the Home to the Original Chicken Sandwich® and the launching pad of a multibillion-dollar chain—the first of thousands of restaurants the owner would build in the future.

What started out as simple hospitality in a warm, friendly atmosphere became a remarkable organizational culture known to millions from coast to coast.

What Is Organizational Culture?

Changes in any culture begin at the top of the organization when the leadership intentionally encourages and serves those within the organization. Leaders model and reinforce the behaviors they want to be repeated. The phenomenon works its way throughout the organization as employees learn that the leadership highly values positive attitudes and actions. Quality of products and services is a given. Remarkable cultures go above and beyond the requirements of consistently perfect products. The delivery of those products and services is what distinguishes a culture as remarkable.

This type of culture transforms people both inside and outside the organization. Internally, the leadership and employees constantly seek new ways of demonstrating care and cooperation among themselves. Externally, employees will always be seeking new ways to meet and exceed the expectations of customers. As people in the organization are intentionally and constantly transforming, they make an impact on people outside the organization. Employees learn to anticipate the needs of customers and find innovative ways to meet those needs. They pay attention to customers and look for problems to solve—not necessarily related to the selling of the product or services. They connect with customers in meaningful ways and consistently uncover ways to serve and show appreciation.

Organizational culture is defined by a set of shared beliefs, practices, and outlooks that determine expectations and influence the behavior of the organization's members toward colleagues, customers, and owners alike. The purpose, mission, and values of the organization form the core of the culture and establish the way the organization achieves its goals.¹

Understanding the culture continues to emerge as a high priority for organizational leaders. Readers of *National Geographic* have been amazed by the findings of anthropologists and the social sciences as they engage in the scientific examination of exotic foreign cultures. Similarly, our organizations have rituals, norms, and unique values. Sometimes the culture is obvious and reflected by the very words people use to communicate with one another. Many companies have acronyms used as a kind of shorthand that only “the insiders” understand. Culture can be discovered everywhere: the artwork; the furnishings; the artifacts hanging from the ceilings, displayed on electronic screens, or projected on the walls. The culture may be visible and obvious or obscure and not easily accessible. Everything in the organization conveys a cultural message, whether intentional or not.

Truett Cathy, the founder of the little restaurant mentioned earlier as well as a multibillion-dollar restaurant chain, Chick-fil-A, developed his business strategy without assistance from trendy industry gurus. In fact, he described his business as *built on biblical principles*. He did not believe a company could be labeled “Christian,” but he did believe in leading his business based on principles from the Bible. These values included putting others above yourself, being a

good steward of resources, and protecting a good name. He saw no contradiction between biblical principles and good business practices. The wisdom contained in those standards made it clear to him how he would treat employees and guests. These basic tenets apply to all areas of operating an organization. He understood and taught others how to balance their role in the organization with a servant's approach and attitude. Always be willing to offer others assistance, solve the challenges, and remove the obstacles that may be preventing others from accomplishing their job.

Truett was often subtle in how he conveyed his principles. He chose not to exercise positional authority but rather to use his personal influence in his role to serve and support the franchisees. He understood that the leaders of the restaurants were the ones who needed the greatest support because they and their team members were serving the guests. He expected his staff to serve the franchisees in the same way.

How does this apply to any organization? The most important people in the organization are the people being served. Businesses are built by growing relationships with customers. Nonprofits are built by growing relationships with donors. Churches are built by growing relationships with members. Teams are built by growing relationships with one another. Culture is created by the stories those relationships tell. Like Ray's story, every story contributes to the shaping of an organization, and each customer and team member does not just have a story—they are a story. Understanding each other in this way unites us despite our individual differences,

maximizes our strengths, creates a sense of family, and helps us to create a remarkable culture together.

Successful leaders know this: it is always about the person—the customer, the team member, the leader, the owner—one person at a time. Fill in the blank for yourself, “We are not in the _____ business. We are in the people business.”

A remarkable culture is more than just a culture that’s “good” or “great” or even “compelling.” Remarkable cultures not only fulfill the objectives of the organization, they transform everyone with whom the organization associates—including employees, customers, communities, and beyond. Strong, healthy organizational cultures don’t just happen. They are neither accidental nor unintentional. Someone must create that kind of culture or transform an existing one. Creating a remarkable culture requires intentionality and vision. The driving force behind such a strong culture is an individual or group of individuals who share a common vision for the future. Leaders of these types of organizations imagine the future and design a pathway to align the organization with the future. They know how to motivate the members of the organization to follow a new path.

Culture is the soul of the organization. It is the way we envision, engage, and experience others within an organization. Culture defines the values and behaviors that are acceptable and expected. Organizational culture can be an elusive concept to describe, but one way to describe it is not just working together but living life together. This happens when the people of the organization are so aligned around purpose, mission, and values that their bond forms relationships that go beyond the work environment. This type

of culture celebrates together, grieves together, and grows together.

I would never describe the task of creating a remarkable culture as *simple*. However, it is far easier to create a strong, healthy culture from the beginning than to rebrand a struggling culture after it is formed. Sometimes we join up later, becoming part of a culture that has already existed for a season. Changes in ownership or leadership or a shift in business mission requires re-creating culture or strengthening the current one. It can be done later in organizational life, but it takes even more focus, intentionality, and commitment.

Another Kind of Culture

The antithesis of a remarkable culture is a toxic culture. Prior to joining Chick-fil-A, I worked for another family-owned company that was the opposite of my Chick-fil-A experience. My boss hovered over me constantly, looking for any possible error I might make. I punched a time clock and was docked if I was even a minute late back from my thirty-minute lunch. Every day after lunch, the owner took a two-hour nap in his office with strict orders to not be disturbed. There were no leaders present, only people with positional authority. Every day I went to work and watched the family members fight with one another and exercise positional authority instead of personal influence over their employees. The parents openly fought and argued with each other and their children. The children were constantly in competition with one another, causing a cloud of disrespect and dissension to permeate the culture. Toxic cultures are

known for poor service and poor performance. Fear was so much a part of the culture that it was virtually impossible for employees to do their best work. Employee engagement was low and turnover was high. It's no surprise that I remained there only eighteen months. I often say that my worst day at Chick-fil-A was still better than my best day at my former company.

The more that mistreatment and deceit are present in an organization with a toxic culture, the more rules become necessary to coerce the workers to keep their heads down and remember who is in charge. When an organization becomes dominated by rules, people will break them, and when people break them, they will be fired. Firings are frequent in toxic cultures. Retention is measured in weeks and months rather than years and decades. Customer service and experience exist in toxic cultures, but they are all negative. Toxic cultures become so focused on making a profit that they forget the relational aspect of customer service. The rules cause the employees to lose perspective on the main thing, which is to serve the customer.

Toxic cultures are characterized by compliance to enforced rules. In contrast, remarkable cultures are committed to principles that are applied. The difference is like night and day. When you step into an organization with a remarkable culture, it is obvious that the employees are glad to be there. You can sense people committed to doing their best work. There is a presence of excitement and energy and passion in the air. Something different happens when people are free to operate under principles taught by leaders rather than being forced to be compliant to a stack of rules.

The Inevitable Result of Rules over Principles

I was traveling recently and encountered an entire property that I would guess, from my experience, trains and manages their employees based on rules instead of principles. From the moment I arrived, the staff began explaining to me what they could not do for me instead of what they could do. Approaching the reception desk, I inquired as to whether they had my loyalty member number in the reservation. They said they did not need it because my room was being paid for by my client. However, this is what the front-desk associate missed: by not asking for my number, he had no idea if I was a first-time guest or the “triple platinum diamond” guest who stays in their hotels every single week.

Remarkable cultures are built on relationships with employees and guests. In this case, the hotel knew nothing about the guest because the associate was following a rule instead of a principle. A better answer would have been, “Those points are being credited to the company paying for the room, but I would love to make a note that you stayed with us. What is your number?” Then he would have been able to tailor his responses to me accordingly. If I was a first-time guest, he could have welcomed me to the brand and told me to let him know if there was anything he could do to make my experience better. If he had seen that I was a very loyal and frequent guest, he could have thanked me for my business.

The negative customer experience continued a few hours later. When traveling on business for speaking engagements, I often order room service upon arrival for dinner in the evening and for breakfast in the morning so that I can prepare

for my message without interruption. When the dinner arrived, I had already completed the breakfast order on the printed menu left in the room. I asked the person serving me, “Would you like to take my breakfast order with you?” offering her the form that I completed. She replied, “No, you are supposed to leave it on the door.” She was so focused on the rule that she did not realize it would serve me better for her to personally take it from me and likely serve her coworkers as well because they would not be required to retrieve it from my door later.

She was not the only one who was bound by rules in this upscale resort. I requested breakfast for a specific window of time the next morning. I received a phone call three minutes before the thirty-minute window expired. A different room service employee informed me that she was on her way to bring breakfast. Ten minutes later, she arrived. As she carried the service tray into the room, she said, “I sure hope you have a coffee cup in here because I forgot to bring one.” Yes, fortunately, I had a paper coffee cup to use with my plated room service meal. Then she went on to explain, “You did not mark any bread, so when you don’t mark it, I just don’t bring it.” However, she did bring jelly on the tray. I was very confused and I must have looked that way to her. Maybe she sensed she was about to become part of a story in a book about culture and talent. After a moment, she said, “I can go get you an English muffin if you would like.” Grateful for her attention to my concern, I thanked her, and she replied, “No problem.” As I was waiting on her to return with the microwaved, not toasted, muffin, I reflected on the fact that she had called me earlier to tell me she was on her way with

the order. If she had been focused on the guest, that would have been an ideal time to say, “I noticed that you did not check the box for a bread choice that is included with your breakfast. Do you have a bread choice that I could bring you, or would you prefer not to have bread today?” Her rule-based environment was so ingrained in her mind that now she had begun making her own rules, such as not bringing bread to the guest if the box on the form was not checked. It did not matter that the menu was confusing and in tiny print, because she had the rule to follow!

Only a week later, I was traveling again and staying at a different hotel brand. I approached the desk to check in, and a very friendly woman with a huge smile greeted me. I offered my loyalty number and she said, “Thank you so much and thank you for your loyalty. You will earn five hundred stay points but not points for the dollar amount of the stay because your host is paying for the room.” What a different response! She then went on to explain the amenities of the property and walked me all the way to the elevator. The property was not a resort, and the room price was much less than the room price in my stay the previous week. Yet the capable person who checked me in to my room made all the difference in my experience. She had a rule to follow as well, but how she communicated the rule in a casual and friendly way made a tremendous difference!

Here’s what I quickly learned early in my career: a remarkable culture flourishes when the leaders are committed to the selection of talent that operates and thrives working under principles instead of rules. Toxic cultures are managed by bad bosses enforcing rules. A hallmark of toxic cultures is

the unjust enforcement of rules, which contributes to low morale and disengagement. Remarkable cultures are led by effective leaders who apply principles.

Haven't we all seen the hallmarks of a rule-dominated organization? We know them because of how many signs we see posted in those environments. Managers who attempt to lead by rules they create may have the best of intentions. The rules may be based on ideals. But because of the way in which adherence to the rules often manifests itself, the result is the same: toxicity.

Rules can be useful to set the boundaries to complete tasks and projects and provide guidelines. Yet having too many rules greatly reduces creativity, innovation, morale, and motivation and eventually kills productivity. When rules are set forth and enforced, employees begin to think their employer does not believe they have the ability to use their own judgment and reason. Team members become less motivated to do a job because they believe their boss expects them to make the wrong choice or decision when faced with an issue or a problem.

When employees lack the ability to innovate or collaborate, because someone else decides everything for them, they begin to take less ownership for their jobs. In a toxic environment, the energy and resources that could be used to strengthen and grow the culture are instead constrained by the burden of rules and the fear of "getting in trouble." Productivity slows down as people worry about breaking the rules rather than enhancing the processes and procedures.

Eventually, customers and clients will also experience the toxicity of the organization. The rules and the culture they

encourage will spill out and over into the interactions with customers. Employees will hesitate to go above and beyond to serve the needs of customers for fear of breaking the rules. Customers will react to the rigidity of service and realize the excessive number of rules creates undesirable procedures that make the experience unpleasant. Employees serving customers will create unnecessary conflicts to stay inside the boundaries of the rules. Customers care about service, and unless the rules are related to safety, are not concerned about an organization's internal rules. Yet creating excessive rules remains too great a temptation for many organizations.

There are many factors that contribute to the temptation to manage people by rules. Stresses of the marketplace, internal pressures, poor hiring practices, and any number of issues make rules seem like a tempting solution to problems. When leaders fall back on a culture of rules, they lose more ground. It's a bottomless pit that leads to undesired behaviors, not solved problems. Rules often only create more problems. If you teach principles, you grow commitment among your staff, and they will find creative ways to apply them.

Here's the certainty all leaders face. There are hindrances that fly in the face of anyone attempting to transform culture. Some leaders are underprepared to overcome this resistance. Effective leaders make it look effortless. Yet their reality is the day-to-day confrontation with friction and obstacles to a remarkable culture. Maybe you have noticed that organizations with remarkable cultures are led by effective leaders. Those with toxic cultures are managed by bad bosses.

All of us in leadership positions have the capacity to be an effective leader or a bad boss. Between the extremes, there

are those who have not yet committed. Perhaps there are many unrealized leaders capable of creating a remarkable culture. Some leaders who have not yet committed to act are reluctant to take the chance to change the very nature of their organization. People who have chosen to do nothing, and instead go along with the status quo, implicitly support their rule-based toxic cultures.

Is it easier to create a bunch of rules and enforce them than to teach principles, expect the best, and hold people accountable? Yes, it is, because rule making doesn't require leadership to use judgment. Giving space to use judgment is one of the practices that can transform a culture and help an organization achieve better results. It takes some effort to craft stories that convey principles.

Are expense reports out of control? It's easy to lay down the law and create detailed guidelines. It's much more difficult and requires creativity to craft a message that communicates the core value of stewardship when shopping for the best values in airline flights, hotels, and rental cars.

There is certainly a place for rules. When managing money, we all want our accountants to correctly prepare the books and the tax returns. When preparing food, we expect that employees follow the preparation requirements to keep the food safe. For a community to be safe, we want its citizens to abide by the laws. Culture is most healthy when there is a balance between rules and principles. Require and enforce rules when absolutely necessary, but when judgment can be exercised, allow for the application of principles. Compliant cultures are smothered by rules. Committed cultures are cultivated with principles.

Principles motivate people, positively and internally, to do the right thing. Rules prohibit people, under fear and threat of punishment, from doing the wrong thing. A rule demands obedience, whereas a principle inspires service to others. You may create rules intended to stop people from stealing from the company, but they may or may not stop stealing. Instead, you have stopped people from choosing to be honest. You can't legislate a path to ethical behavior. On the other hand, you can inspire people to strive for higher values and behavior through motivational principles.

It Starts at the Top

You already know how a cultural transformation like this must start. It starts with the leader. Shortly after my retirement from Chick-fil-A, I received a call from the CEO of a \$15 billion company that operates in ten countries with over seventy-five thousand employees. He asked for my help in transforming his company's culture. So I asked him, "Who owns culture in your organization?" He replied, "I do." That was the right answer, and I said, "Then, let's get to work." Culture is not owned by the talent, people, or human resources function of an organization. It is owned by the person at the very top, and then all of the other leadership and everyone who is part of the organization have a role to play in building, growing, and strengthening the culture. There may be no greater role or responsibility for the top leader than ensuring that the culture remains healthy. To accomplish a healthy organizational culture, the leader's personal engagement is required on a daily basis. That kind of engagement

will have a multiplication effect as other leaders follow the example of the person leading the organization.

Whereas rules bind people and limit behavior through conformity, people need to see the benefit and freedom principles offer. Use the power of your influence. Your ability to motivate and inspire others to take action is the distinguishing feature of remarkable leadership. Transformation occurs only when the leadership commits to demonstrating the principles by role modeling them through their daily attitudes and actions. Influencing and inspiring new desired behaviors is not a one-time event. You must commit to a continuous investment in the individual members of the organization.

The first step in creating a remarkable culture is to avoid creating a toxic one. The next step is envisioning where you want your organization to go.