CULTURE RISK

TATYANA MAMUT, PHD
tmamut.com

amazon

NETFLIX

UBER

BRIDGEWATER

ENRON

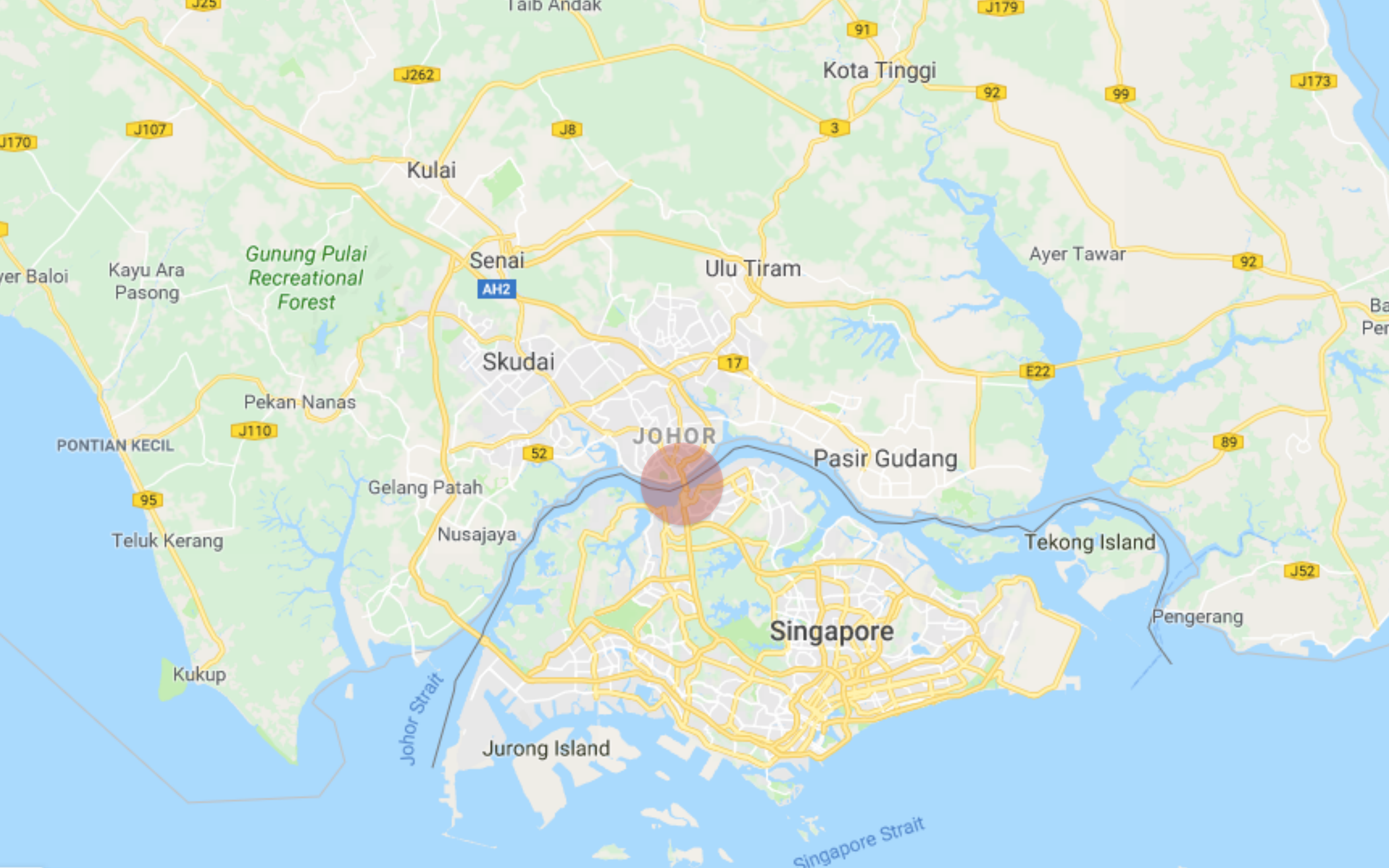
CULTURE DOESN'T JUST EAT STRATEGY FOR BREAKFAST….

CULTURE IS STRATEGY

CULTURE IS NOT

Why Culture is Becoming a ‘Hard’ Issue...

Tunka
National Park
Тункинский
национальный
парк
Khovsgol
Lake
Slyudyanka
Слюдянка
Ulan-Ude
Улан-Удэ
Чита
Gusinoozyorsk
Гусиноозерск
Petrovsk-Zabaykalsky
Петровск-Забайкальский
Khilok
Хилок
Zakamensk
Закаменск
Murun
Мөрөн
Darkhan
Дархан
Erdenet
Эрдэнэт
Bulgan
Булган
Khan Khentii
Khorgo
Хорго
Ulaanbaatar
Улаанбаатар
Baganuur
Багануур
Nalaikh
Налайх
Tsetserleg
Цэцэрлэг
Kharkhorin
Хархорин
Chinggis
Өндөрхаан
Mongolia
Darkhan
Дархан
Baruun-Urt
Баруун-Урт
Choir


Taib Andak
J262
J107
J170
Kulai
J8
Kota Tinggi
91
J179
92
99
J173
3
Gunung Pulai
Recreational
Forest
Kayu Ara
Pasong
Senai
AH2
Ulu Tiram
Ayer Tawar
92
Skudai
17
E22
Pekan Nanas
PONTIAN KECIL
J110
52
JOHOR
Pasir Gudang
89
95
Gelang Patah
Nusajaya
Teluk Kerang
Tekong Island
J52
Pengerang
Singapore
Kukup
Johor Strait
Jurong Island
Singapore Strait

INTERACTIVE

BlackRock offers more details in its corporate governance efforts

BY MEAGHAN KILROY · MARCH 16, 2018 2:47 PM · UPDATED 3:12 PM

Some of the issues that BlackRock is likely to discuss with the corporate boards, the firm said, include board and workforce diversity; board oversight of corporate culture; tying human capital management performance to executive compensation; and oversight of policies designed to protect employees such as related to whistleblowing, codes of conduct and equal opportunity employment policies.

FINANCIAL RISK >
PRODUCT RISK >
REGULATORY RISK >
CYBERSECURITY RISK >
CULTURE RISK

HEALTHY ORGANIZATIONS ACTIVELY MEASURE AND MANAGE

5 CULTURE RISKS

SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK

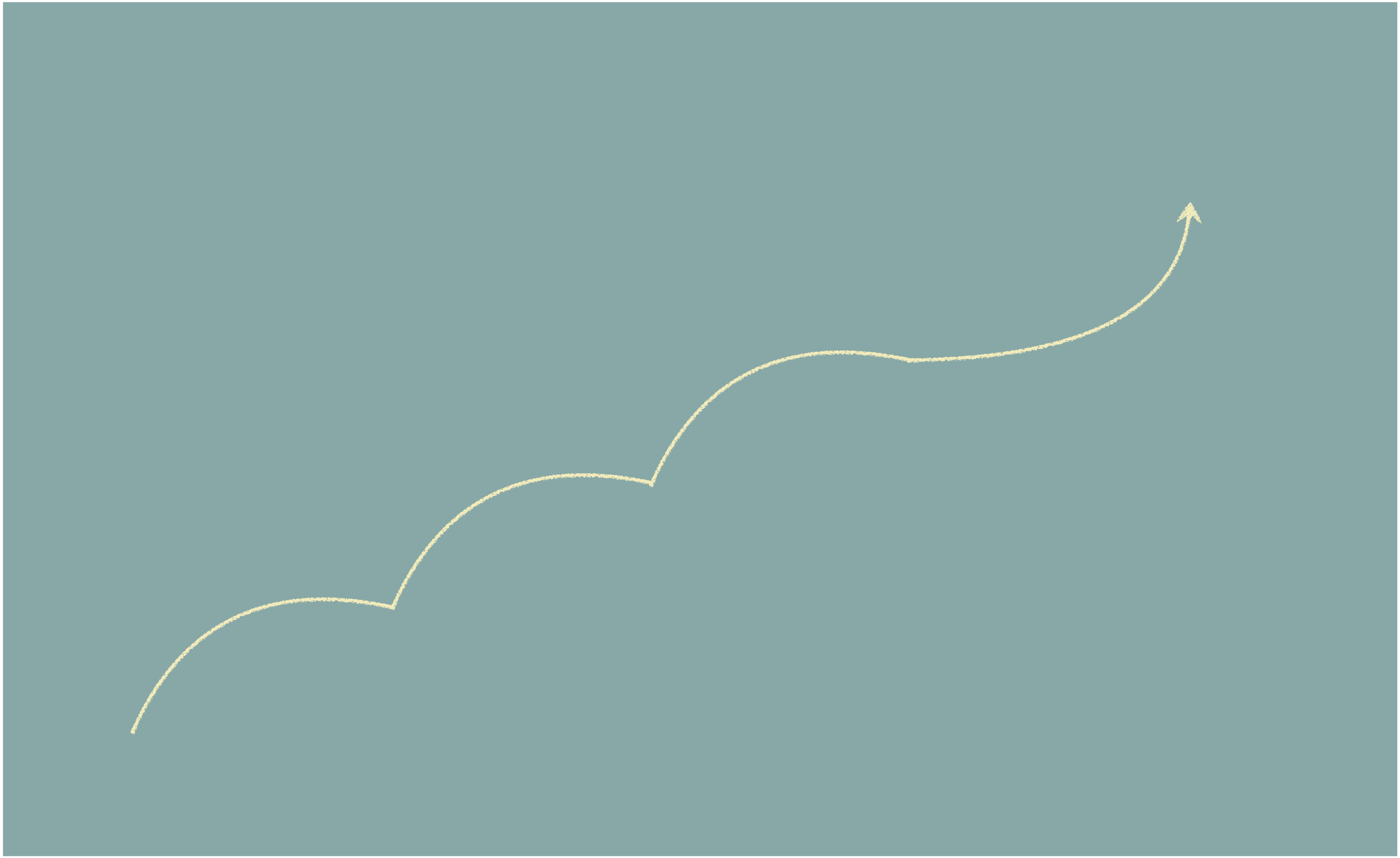
SCALING RISK

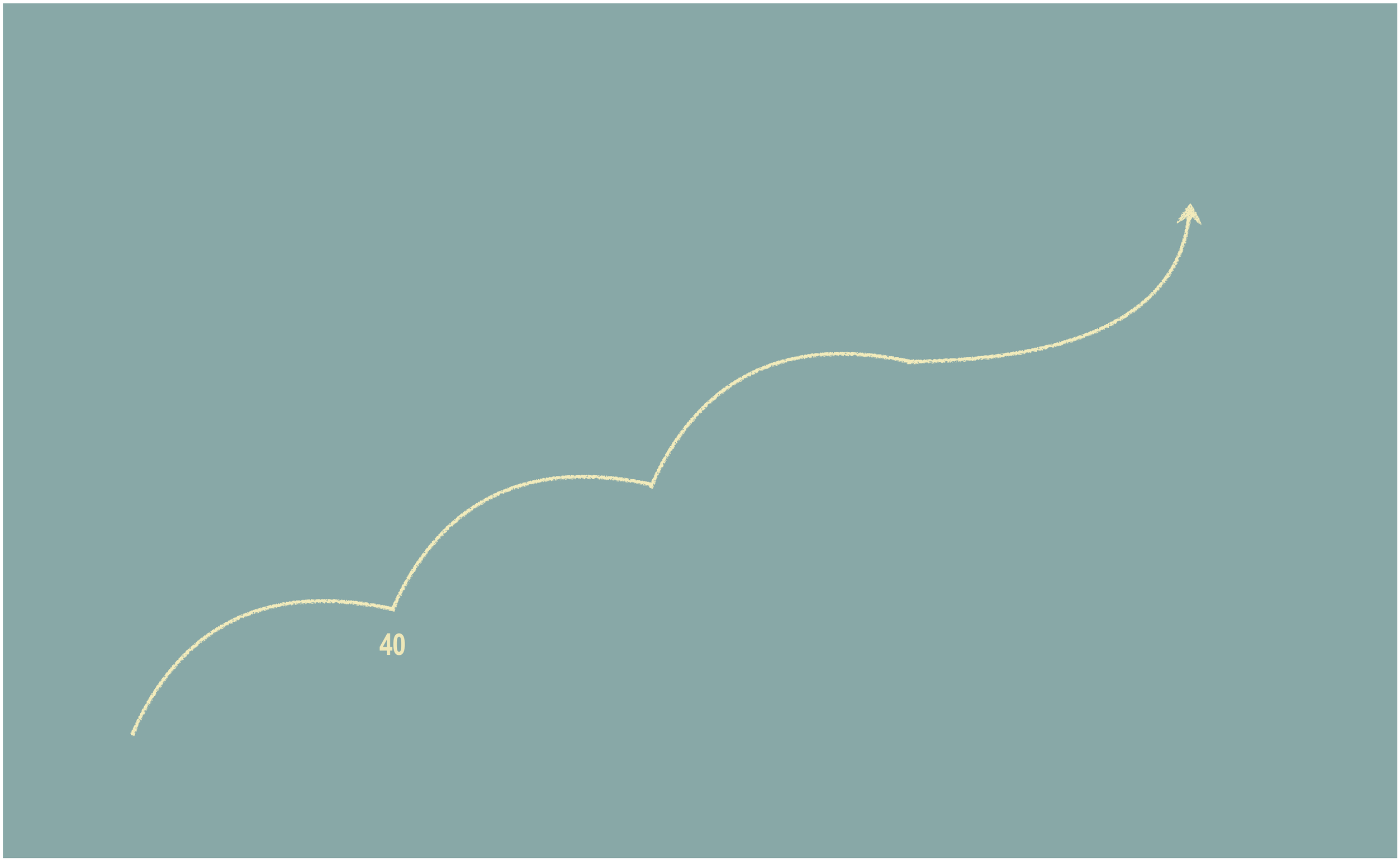
STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK

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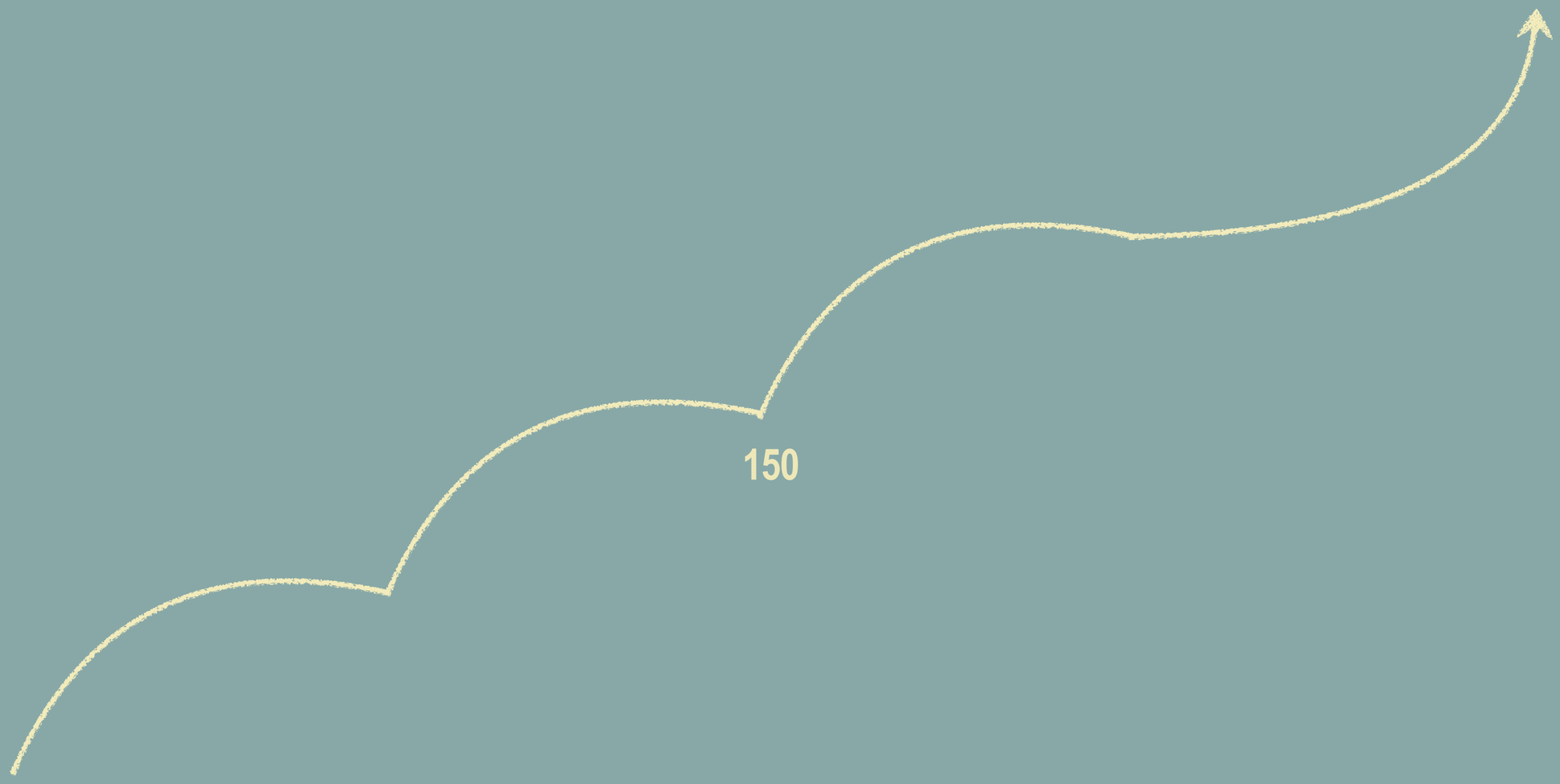
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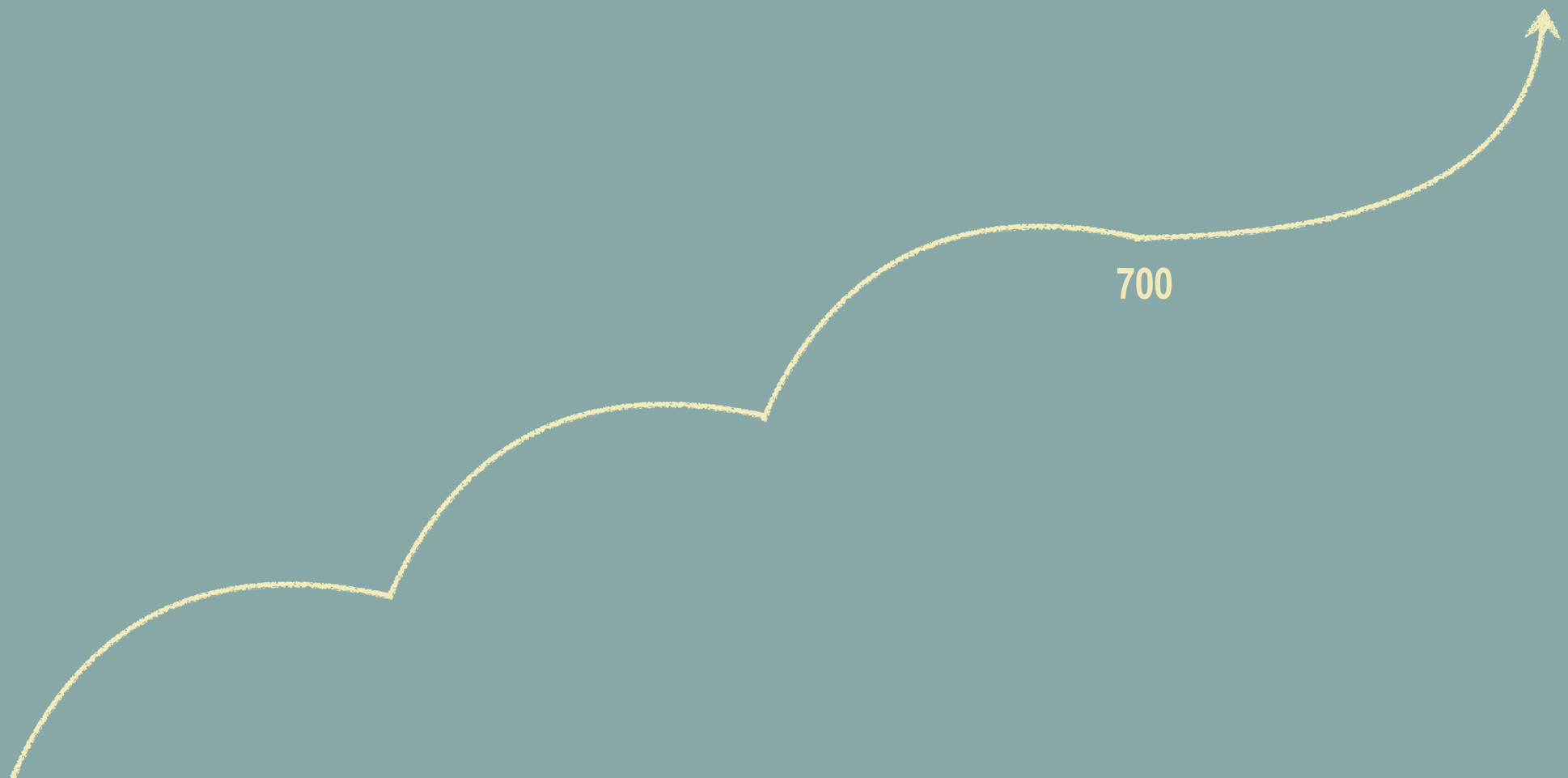
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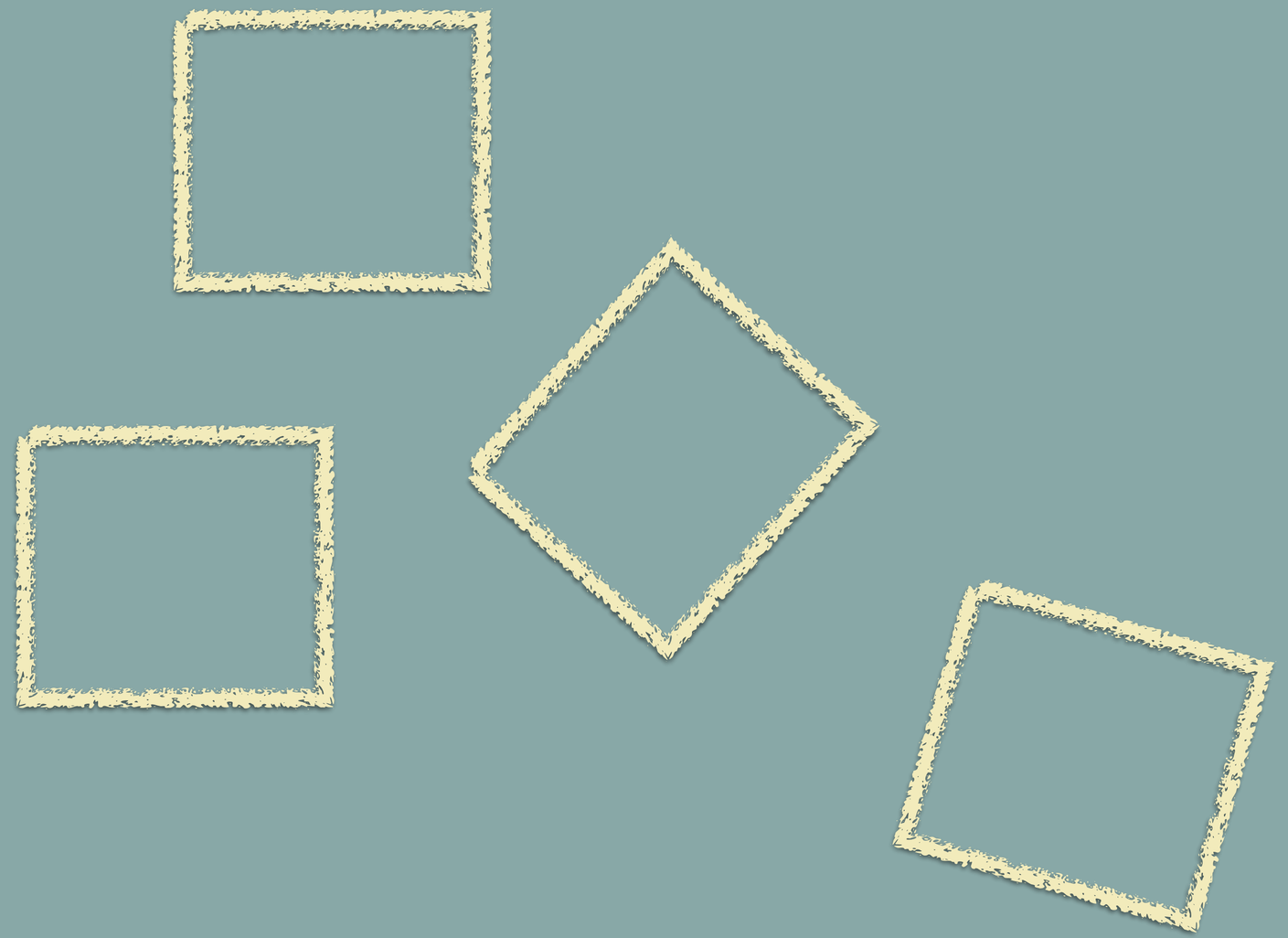
SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK



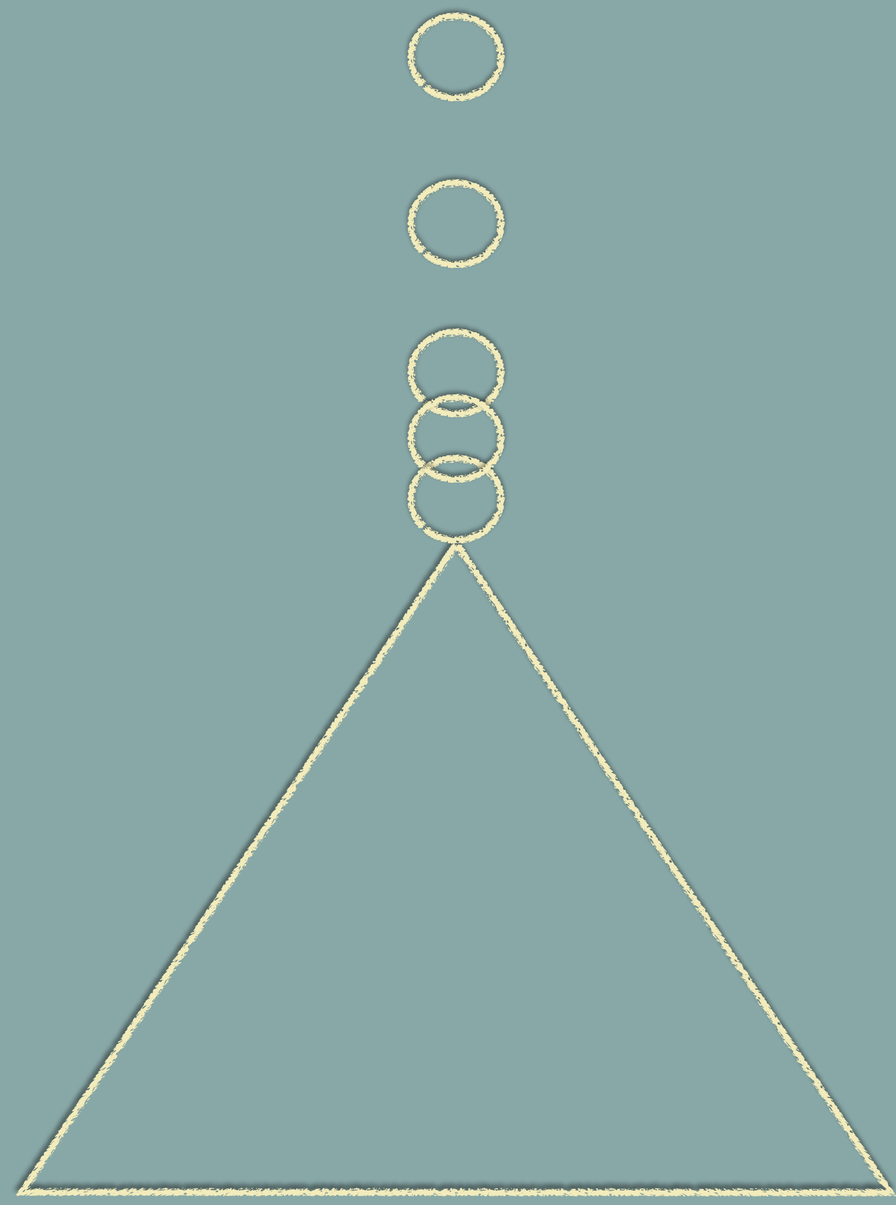
SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK



SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK

BOARD OF DIRECTORS

C-SUITE

EXECS

FRONT LINE

CUSTOMERS

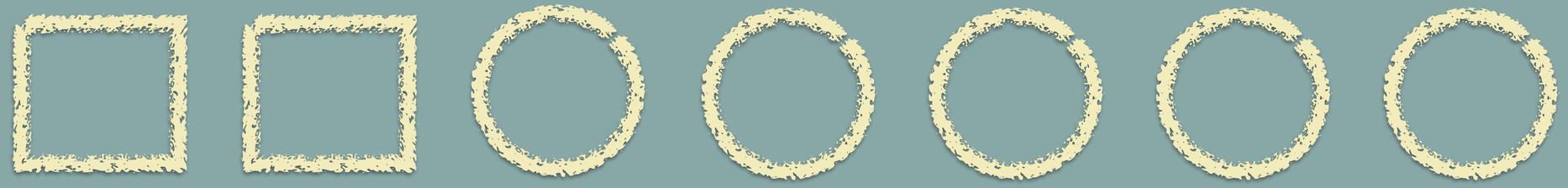
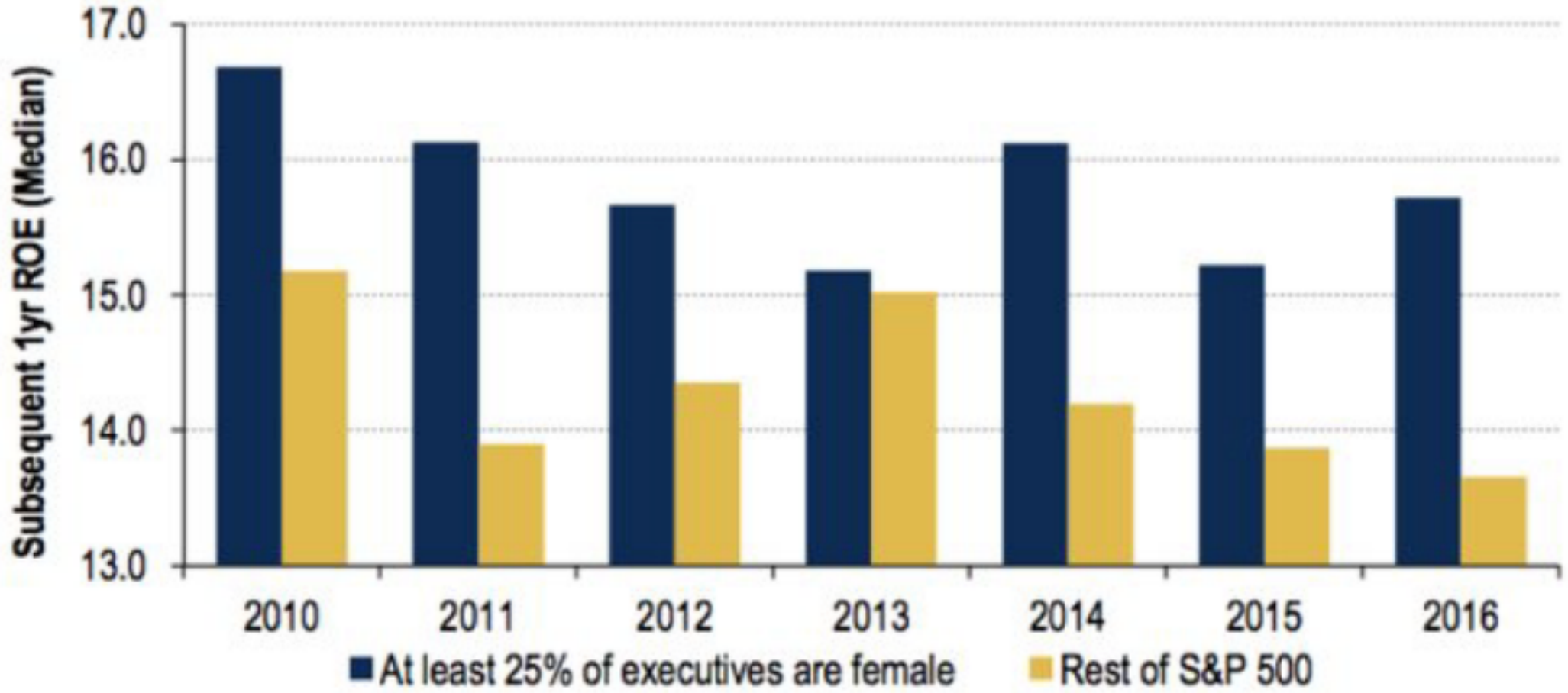


Chart 24: Subsequent 1yr median ROE for S&P 500 companies based on the proportion of female executives (2010-2016)



Source: Bank of America Merrill Lynch

BUSINESS INSIDER

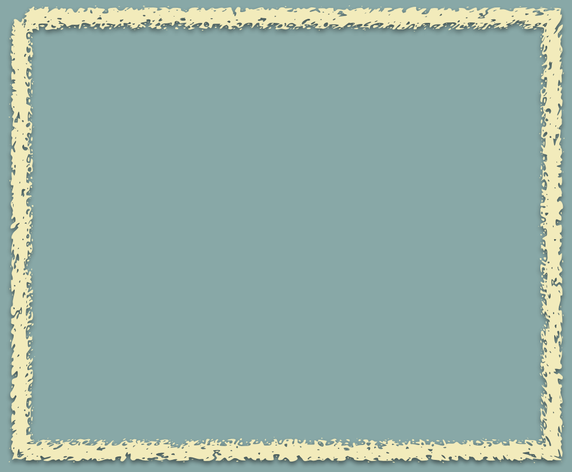
SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK



INNOVATION

SCALING RISK

STAGNATION RISK

FRAGMENTATION RISK

YOUR
ORGANIZATION

CONFORMITY RISK

ATTRITION RISK

SCALING RISK

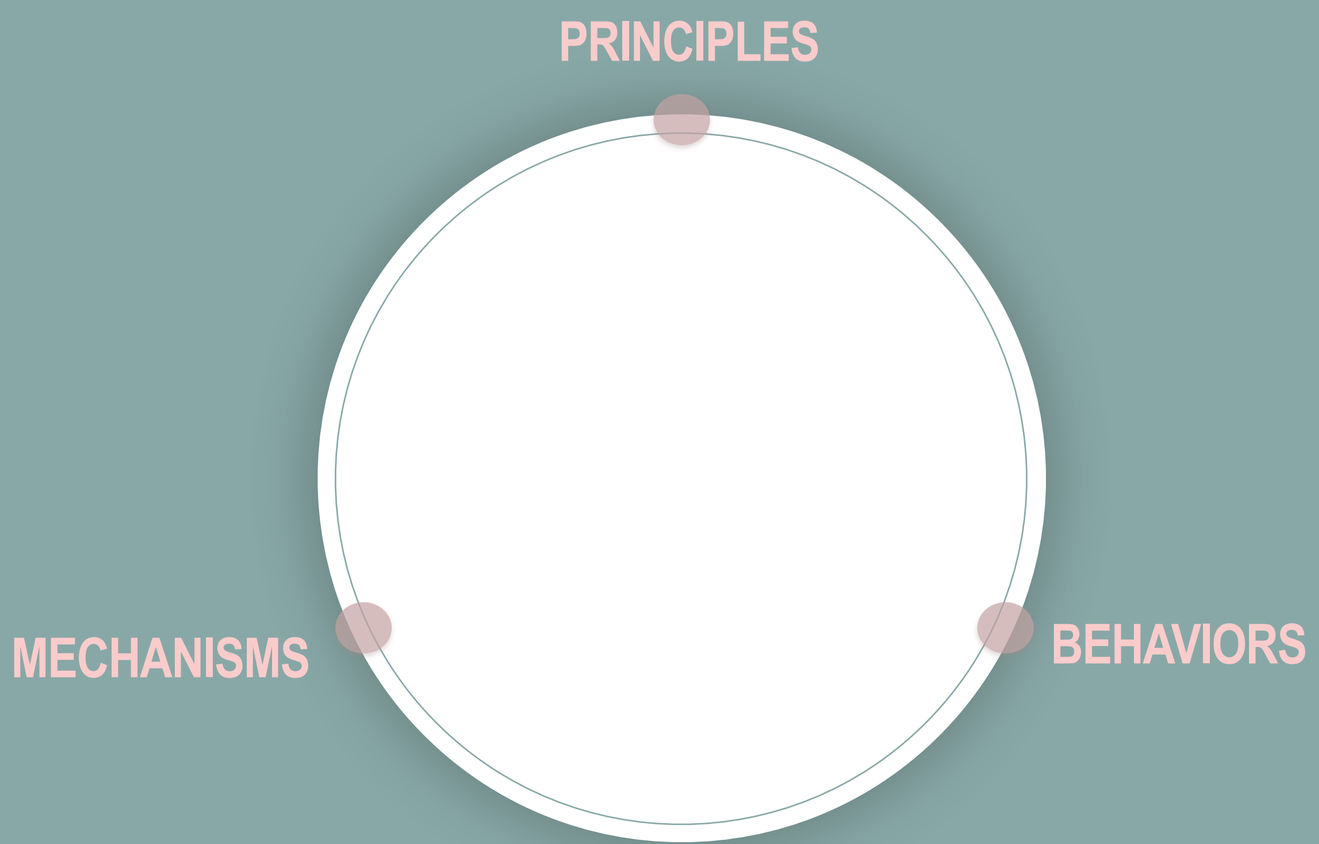
STAGNATION RISK

FRAGMENTATION RISK

CONFORMITY RISK

ATTRITION RISK

ANCHORS FOR YOUR CULTURE

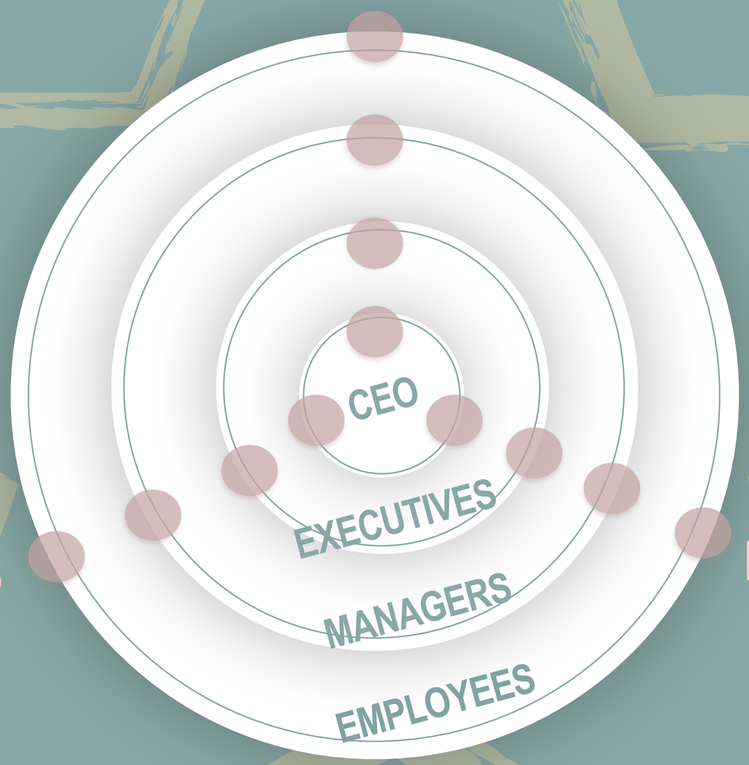


SCALING RISK

PRINCIPLES

STAGNATION RISK

FRAGMENTATION RISK



MECHANISMS

BEHAVIORS

CONFORMITY RISK

ATTRITION RISK

GOOD CULTURE

BAD CULTURE

GOOD
CULTURE

BAD
CULTURE

CULTURE STRATEGY

IS THE THING THAT WILL ENSURE THAT YOUR COMPANY ACHIEVES ITS GOALS

PRINCIPLES

THE WRITTEN-DOWN, CLEAR AND CONCISE AGREEMENTS THAT GOVERN THE CULTURE

CEO

WHAT PRINCIPLES GOVERN THE CEO'S DECISIONS?

EXECUTIVES

WHAT ARE THE SHARED PRINCIPLES OF THE EXECUTIVE TEAM?

MANAGERS

WHAT PRINCIPLES DO MANAGERS NEED TO ADHERE TO?

EMPLOYEES

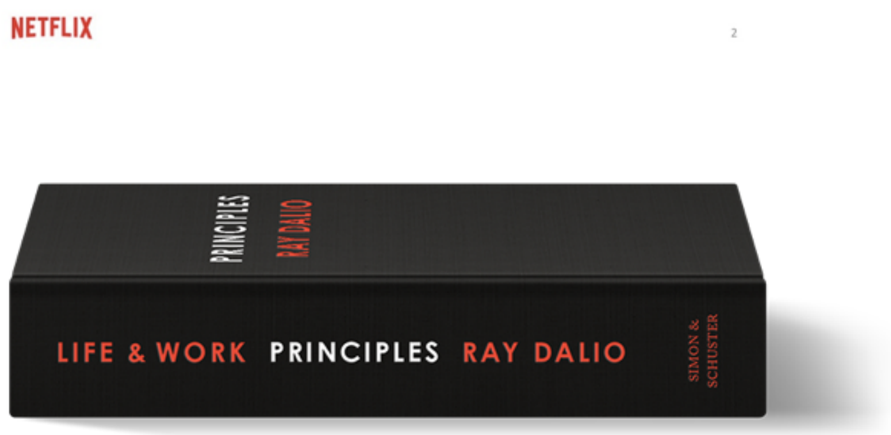
WHAT ARE THE PRINCIPLES THAT FRONT-LINE EMPLOYEES REFERENCE TO GUIDE DAILY DECISIONS?

amazon

NETFLIX

Netflix Culture:
Freedom & Responsibility

BRIDGEWATER



THE EVERYONE STORE

Amazon has replaced Google as the best place to work in the US

By Lianna Brinded • March 25, 2018

BEHAVIORS

THE THINGS WE DO AND ROLE MODEL THAT BRING THE CULTURE TO LIFE

CEO

WHAT ARE THE COMMON STORIES THAT THE CEO TELLS?

EXECUTIVES

WHAT DO EXECUTIVES DO BEHIND CLOSED DOORS?

MANAGERS

WHAT ARE THE MOST COMMON WORDS AND RITUALS OF MANAGERS?

EMPLOYEES

WHAT DO EMPLOYEES DO WHEN MANAGERS AREN'T LOOKING?

share link

June 26th, 2013

Paula Deen: I would not have fired me

The TV cook and restaurateur tearfully opens up to TODAY's Matt Lauer about the recent controversy surrounding a discrimination lawsuit filed by a former employee, saying the using the N-word is "just not a part" of who she is and that despite the fallout, she is glad she didn't lie under oath.

Waiting for www.today.com...

Uber CEO Founded The Company Because He Wanted To Be A 'Baller In San Francisco'

Jillian D'Onfro

Nov. 12, 2013, 1:20 PM 18,781

Uber's Kalanick faces crisis over 'baller' culture

Marco della Cava,Jessica Guynn and Jon Swartz, USA TODAY Published 5:09 p.m. ET Feb. 24, 2017 | Updated 7:30 p.m. ET Feb. 24, 2017

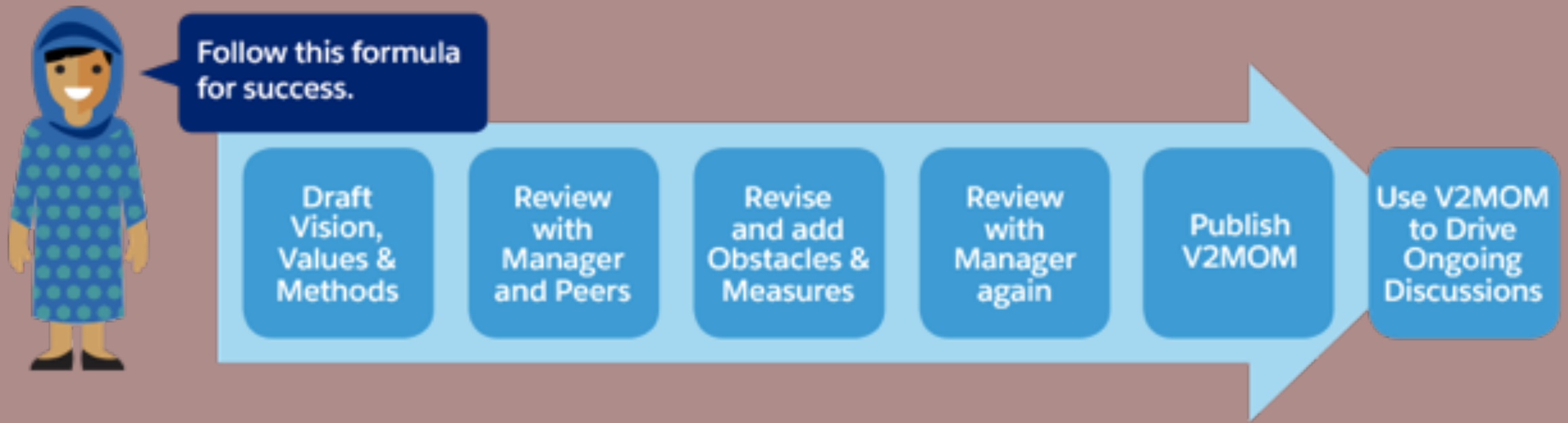
MECHANISMS

THE SELF-REINFORCING SYSTEMS/TOOLS/INSTITUTIONS THAT DON'T MAKE THE CULTURE RELY ON GOOD INTENTIONS

CEO	EXECUTIVES	MANAGERS	EMPLOYEES
GOVERNANCE	INSTITUTIONS	RITUALS	TOOLS

QUALITY

ANDON CORD



ALIGNMENT

V2MOM

REGULAR COMMUNICATION

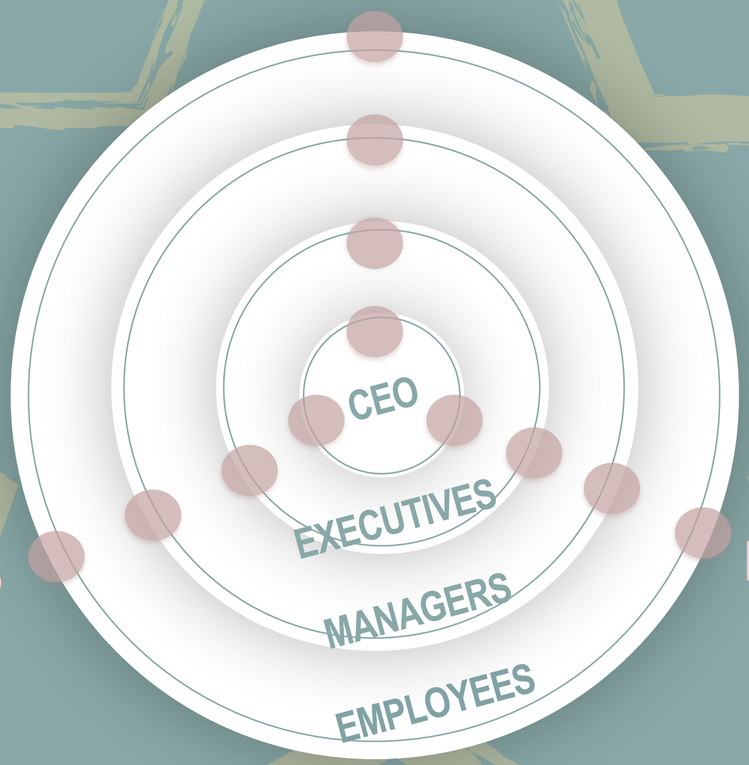
WEEKLY 1:1

SCALING RISK

PRINCIPLES

STAGNATION RISK

FRAGMENTATION RISK



MECHANISMS

BEHAVIORS

CONFORMITY RISK

ATTRITION RISK

"Nothing is more important or more difficult than to get the culture and the people right. Whatever successes we've had at Bridgewater were the result of doing that well — and whatever failures were due to our not doing it adequately. That might seem odd because…one might think that I had to get the economics and investment right, which is true. But to do that, I needed to **get the people and culture right first**."

- Ray Dalio, Founder of Bridgewater Associates

THANK YOU!

www.CultureRisk.com
#CultureRisk

linkedin & twitter: Tatyana Mamut