



SESSION 8:

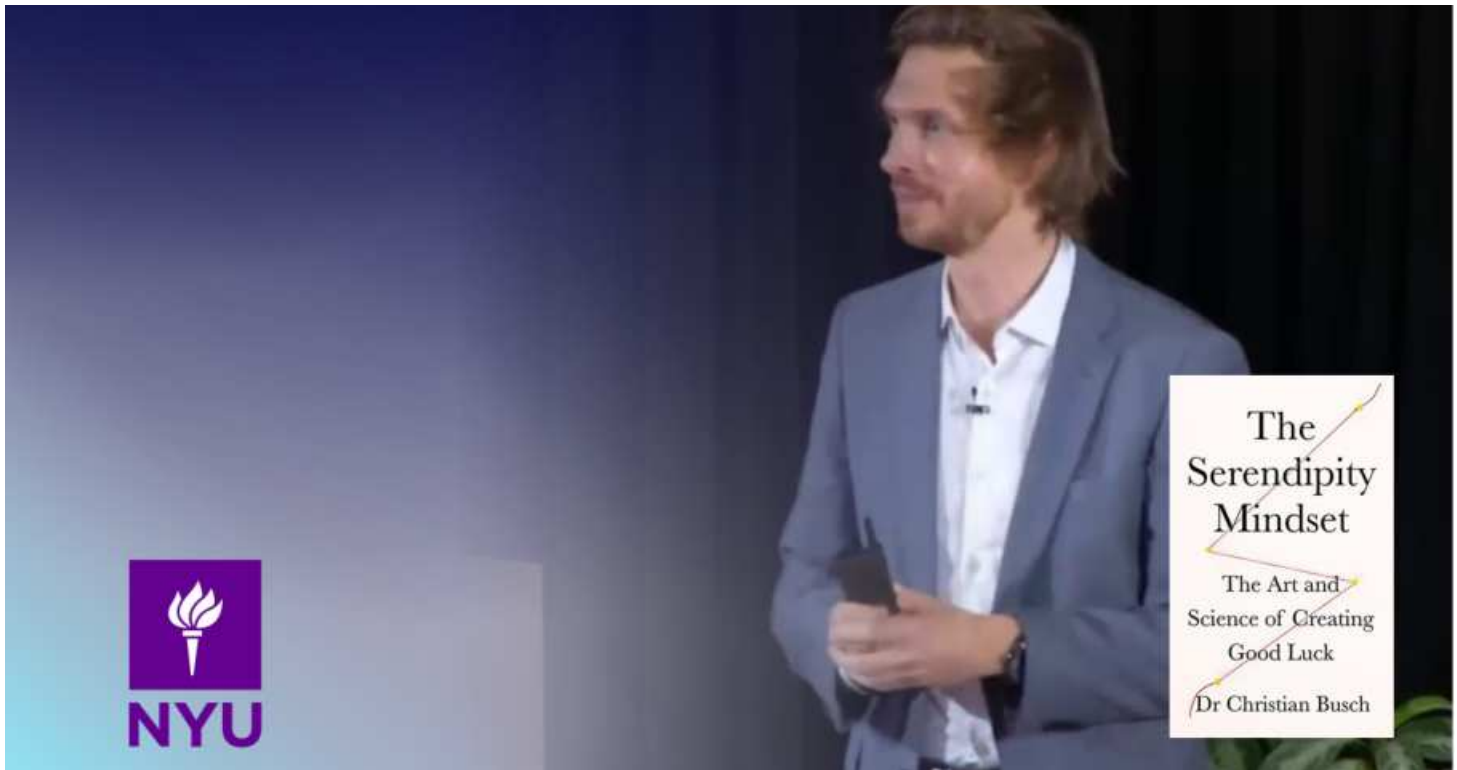
Open Culture

— Session Objectives

- 1 **Review the key findings on Open Culture from the IRG Growth Study**
- 2 **Understand and explore how to cultivate the characteristics of an open organizational culture, and the individuals in it**
- 3 **Hone your feedback skills and become a more radically candid leader**

— Prereads

To help prepare and inspire you, please enjoy these optional prereads.



The Serendipity Mindset

(20 min)

Marc de Swaan Arons interviews NYU academic, and author of *The Serendipity Mindset*, Dr. Christian Busch. Dr. Busch has spent a decade exploring how we can use uncertainty as a pathway to more joyful, purposeful, and successful lives. *Click [here](#) to watch.*



How Netflix Reinvented HR

(20 min)

The Netflix Culture deck was shared in 2009 with all Netflix employees and was called “one of the most important documents ever to come out of Silicon Valley” by Sheryl Sandberg of the former Facebook. This HBR article gives good insight into how it was created, and the thinking that went into it. *Click [here](#) to read.*



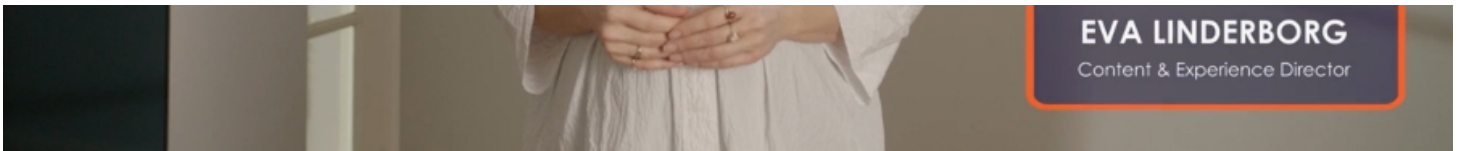
The Surprising Secret to Being a Good Boss

(20 min)

In this video, Kim Scott, the author of the bestseller *Radical Candor: Be a Kickass Boss without Losing your Humanity*, shares her model for being a great leader. Spoiler alert: a culture of openness and honesty requires caring personally about your team. *Click [here](#) to watch.*

Session Introduction

Press the play button to start the video.



Open cultures, truly open cultures, are characterized by a free flow of ideas, feedback, and information. They allow for experimentation, demonstrate a growth mindset, and are always seeking to learn and improve. And not just internally, overperformers seek to actively collaborate with partners in a larger ecosystem – they want to be connected with partners.

The good news for us as marketers is that culture is not the DNA of the organization – culture is a script, and scripts can be re-written.

In this session, we study how you can support your organization to shift to a more open culture.

Enjoy.

— Zoom Session Details

[Click here to join the Zoom](#)

— The HOW of Humanized Growth

The three building blocks that encompass the HOW for Humanized growth are Open Culture, Anticipative Organization, and Whole-Brained.

This first HOW session focuses on the Open Culture building block.

Press the play button to start the video.



Close transcript

WHAT to define as their market – and to work with more **abundant market** definitions
WHAT business model to use and becoming comfortable with **multiple models**
WHAT value proposition to deliver – winning by delivering **evolving experiences**.

In this module, we shift our focus to the three building blocks that define HOW a winning Humanized growth organization operates differently. How they create a more **Open Culture**, an **Anticipative Organization**, and work with **Whole-brained** teams.

Let's take a deeper look at the first topic: Open Culture.

There is a pervasive myth: that we can't change our culture. That it's like the DNA of a company. But if that's the case, how could it be that we have already seen so many radical transformations? We **know** that cultures *can* transform. But it isn't easy, and that's why we address it here in this program.

Growth Overperformers realize that culture is a script. Think about it: When you start at a new organization - within two days you know when lunch is, where to sit, what to discuss and what not, how people socialize and behave – essential and often implicit parts of the company culture.

It almost seems we somehow communicate these things by osmosis to all our colleagues, and we all very quickly adapt and start behaving in the same way. Well, that's a script. And a script, as you know, can be re-written. Satya Nadella at Microsoft took over the biggest technology company in the world, which in the era of Gates was all about technology. Now, Microsoft is completely about the customer. Anyone that works with Microsoft as a client, knows that they want to know, "What does your business need? What do **you** need? And: how can we help you?". Microsoft company has managed to change its culture completely, and it offers great lessons learned for others.

A big part of how you build these open cultures is establishing better connections both *inside* the organization *and* with the world around you.

I once gave a speech in Tokyo, and after the speech I felt totally jet-lagged and very tired. I got into an Uber to where I was staying, and as I sat down, I heard my favorite song start playing in the car. I look at the driver and I think that we might share something in our love of that artist. So I reach out, but I soon realized he had no idea which artist was playing. It turned out that somebody at Uber or Spotify had figured out, "Why not link our services? Let's

partnership proactively to make it happen. And did I feel better about both brands? You bet I did. Did it cost a lot of money? I doubt it. It's just great marketing and a great experience.

This is something we saw reflected very clearly in our Growth Study data. Employees at overperforming companies rate their external connectivity with current and potential business partners **twice** as high as those at underperforming companies.

But connections are also so important internally: Inspired ideas can come from employees starting conversations with people they know, or *their* connections, or their friends at other companies.

But what *kind* of cultures work? Underperformers skew towards defining themselves by procedures, structure, and quality, whereas overperformers index much more on a culture of change, innovation, and entrepreneurship.

And this part is very important: overperformers also over-index on a culture of diversity. It is not merely on diversity in the lower levels of the organization, which is perhaps easier to do for any company with many employees. No, overperformers bring that diversity to the strategic decision-making table. They recognize how important it is to have diversity of personal background, education and level, and role in making big strategic decisions.

Now, obviously, these cultural shifts don't happen overnight, and that's why we see overperformers investing significantly more – up to 20% more – in education and capability building. Not just an isolated training module here and there about how to use this new digital capability, but real learning programs that reach across the business and make sure everyone is equipped with this knowledge.

A very nice example is the family-owned Ferrero Group, an Italian manufacturer of branded chocolate and confectionery products, and the second biggest chocolate producer and confectionery company in the world. After the family handed the reigns to Lapo Civiletti, in his role as CEO, decided to double down on capability building through the FMA (Ferrero Marketing Academy) with a brutal focus on creating the Ferrero way of marketing to ensure much tighter alignment between central, regional and local marketers. One set of tools, one set of KPI's and one language, to facilitate a culture of tighter connection and more effective collaboration.

— Growth Mindset: Quiz

Over 30 years ago, Carol Dweck and her colleagues became interested in students' attitudes to failure; some students rebounded while other students seemed devastated by the smallest setbacks. After studying thousands of children, Dr. Dweck coined the terms 'fixed mindset' and 'growth mindset' to describe the underlying beliefs people have about intelligence and learning.

When students believe they can get smarter, they understand that putting in extra time and effort leads to higher achievement.

What is the best way to start a growth mindset revolution? One way is to identify if and where you may have fixed mindset tendencies and address these. To kick off this session, let's start with a quick quiz to identify how growth-minded you really are. Access the quiz online [here](#).

— Experimentation

An important aspect of an Open Culture is that it embraces **experimentation**. And from experimentation comes growth through innovation.

In this next video, David Arnoux, from Growth Tribe, uses a light-hearted anecdote to explain what it means to embrace experimentation.

Press the play button to start the video.



new capabilities, versus people, departments, organizations, and teams who are kind of satisfied with their current level and they avoid failure and risk above all.

Let's illustrate the growth mindset with a quirky little story. Now, does anybody know who this person is by any chance? I'll let you think about it a little bit, make some guesses in your head. Okay. So this is Takeru Kobayashi. He is 1.73m, is 58 kilograms. And he's a man from Japan. Now Kobayashi is the six-time champion of the Coney Island International Hot Dog Eating Contest. Now the first time this 58 kilogram person ever participated in the Coney Island International Hot Dog Eating Contest, he destroyed the world record. He ate 50 hot dogs in 12 minutes, obliterating the previous record of 25 hot dogs. Now yet Kobayashi was clearly an underdog. He didn't seem physically born to be the Coney Island International Hot Dog Eating Contest champion, but that didn't stop him. So what did he do differently? Well, he adopted a growth mindset and basically experimented relentlessly in his apartment for about six months. He ran almost 100 experiments, trying different methods of eating hot dogs, failing most of the time. But after almost 100 experiments, he got two breakthrough moments that changed the game and his life forever. Experiment number 68 was separating the hot dog from the bun, separating the sausage from the bread. Everyone was eating the bread with the sausage together, which made it harder to swallow. It was a hard squishy substance. By separating it, he could easily slide the sausages down his throat. Then you have number two. There was actually a legal loophole. Anyone could use water in the contest and everyone was drinking the water. He actually used the water to pre-digest the bread. So, this allowed him to obliterate the world record, outeat the competition and remain the champion for

So then he had to diversity to grilled cheese sandwiches and chicken wings. But the moral of the story is not these two breakthrough moments that he got, but the number of experiments he actually had to run to get to these moments. So the moral of the story is about the growth mindset and this dedication to experimentation.

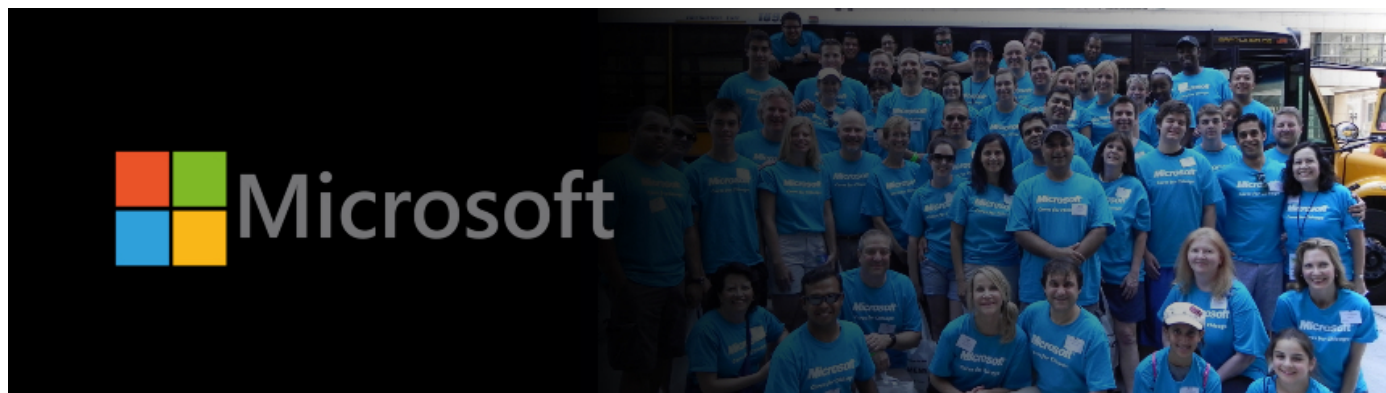
— Making Open Culture Practical

Let's take a look at some companies that have developed practices to foster open, inclusive, and innovative cultures.

Select each heading to find out more.

Microsoft: Reward personal growth —

Many employee evaluation systems result in competition and low risk-taking, as employees have to prove they are “better” than their colleagues. This was a problem for Microsoft, until they aligned their talent program with a growth mindset. This meant that just about everyone could be considered for talent development and the focus becomes learning and improvement, rather than pure performance. This dramatically expanded the talent pool, allowing people not previously on the radar to move into leadership roles, and creating more flexibility in career paths – allowing for lateral moves and exploration, rather than pure linear paths.



Supercell: Celebrate failure +

Facebook: Participatory innovation



Seventh Generation: Invest in capabilities



Google: Foster serendipity



Verizon: Diversity in strategic decision making

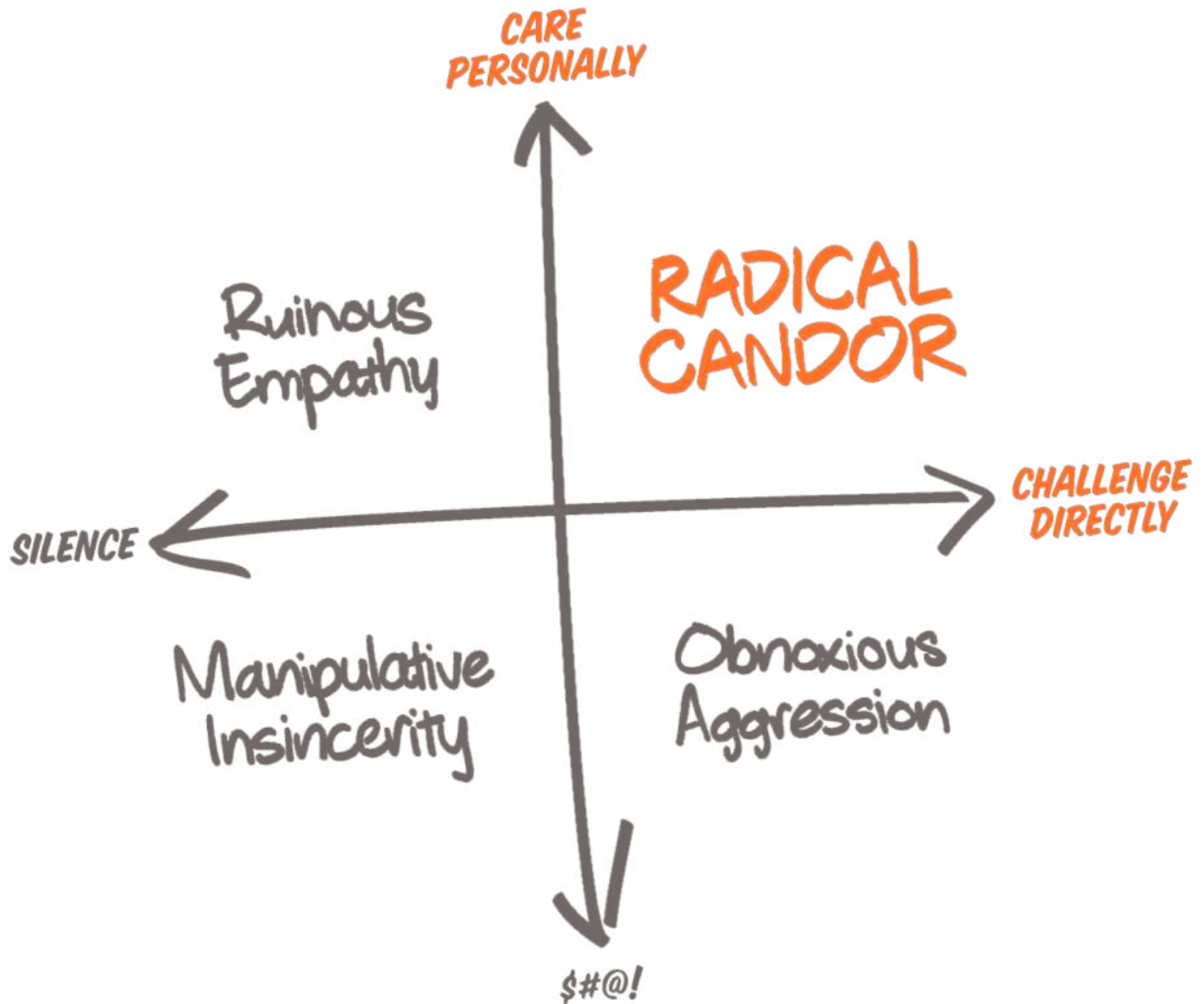


— Open Leadership: Radical Candor

Open Culture requires open and honest feedback and communication.

The book Radical Candor by Kim Scott sets out how more open leadership requires putting yourself in your team's shoes to care personally, and delivering complete and honest feedback with empathy to challenge more directly.

Why is this so radical? Because as a society, we are conditioned to not say what we think. Most of us aren't comfortable delivering honest and direct feedback because we fear offending or demotivating our team in the process.



Radical candor can be practiced and learned. Read the 6 tips below to hone your feedback skills and become a more radically candid leader.

Select each heading to find out more.

Tip #1 – Get clear about how you intend to help

Take a moment to think through the reason why you plan to deliver the feedback. If you are clear in your own mind about how your feedback will be helpful, it will come across



Tip #2 – State your intention to be helpful



Tip #3 – Show, don't tell



Tip #4 – Finding help is better than offering it yourself



Tip #5 – Feedback is a gift, not a whip or a carrot



Tip #6 – Share the context



Workbook

Please answer the following questions in your workbook:

— Key Learning

- 1 **An Open Culture welcomes new and different perspectives, as well as change. An Open Culture fosters innovation and entrepreneurship and is open to many connections**
- 2 **Demonstrating a growth mindset, both in the organization as well as at an individual level, is a key success factor in creating an open culture**
- 3 **Leading in an Open Culture requires being radically candid with your team**

— Session Reflection

Please answer the following question in your workbook:

Based on the learnings from this session, what actions can you take now to make an immediate impact?

Please formulate as concretely as possible, including WHO, WHAT, by WHEN.

In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth.

Press the play button to start the video.



Want to hear more from Raja? Click [here](#).

Want to hear more from Angela? Click [here](#).

End of session: Close window

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteformrealgrowth.com