



CULTURE CODE

A GUIDE FOR THE WAY OF LIFE
AT GEMBA ACADEMY

cul•ture

A set of shared attitudes, values, goals, and practices that characterize an organization.

Culture is to recruiting as product is to marketing

- Customers are more easily attracted with *a great product*.
- Talent is more easily attracted with *a great culture*.



Culture happens!

Whether or not we
put thought or
purpose behind it.

Why not create a
culture that we are
passionate about?



We are
passionate
about...

- ***Respect for people***
- Leadership
- Humility
- Aptitude to learn
- Continuous Improvement
- Creating value for the customer

Respect for people...

Plainly said, we value what people bring to the table!

We foster independence

We promote a learning environment

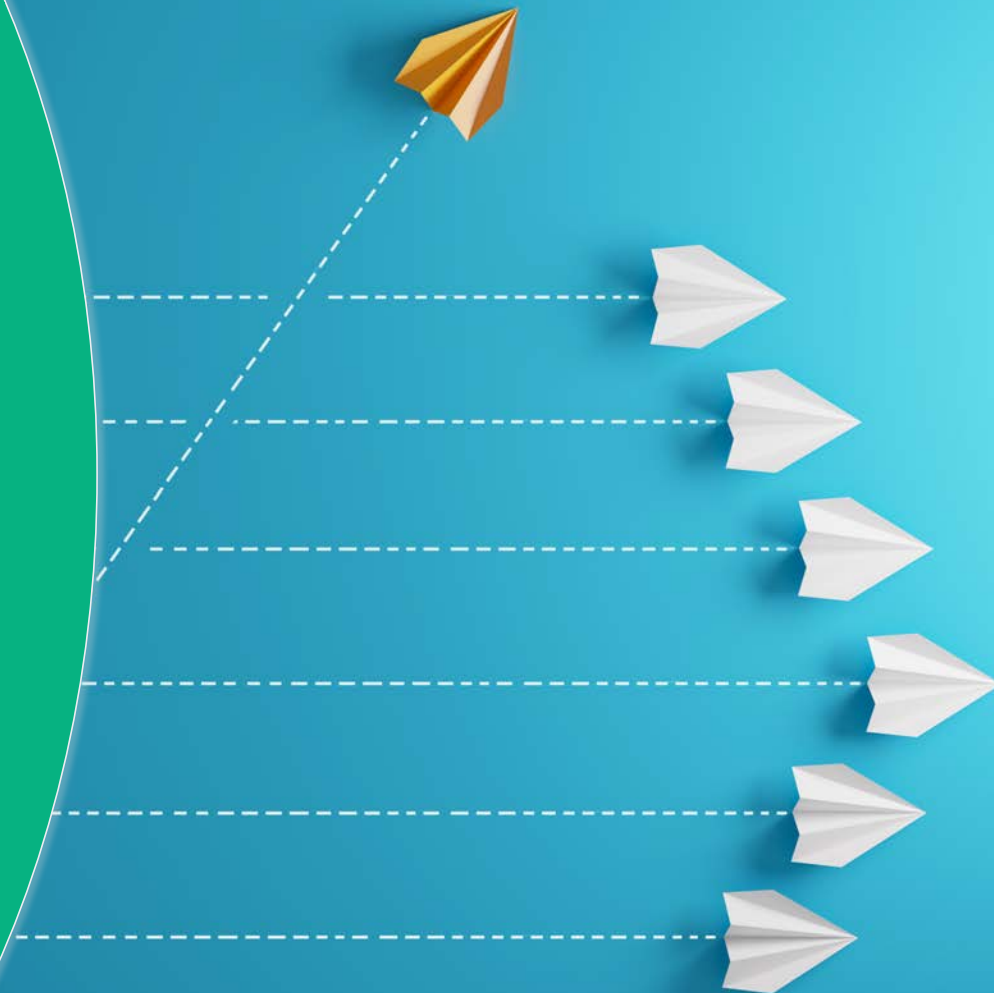
We believe in transparency

We are open, honest and respectful in our interactions



Independence

Is essential in our virtual environment



Independence

- ✓ We strive for context; not control
- ✓ We empower employees to learn, collaborate and make decisions
- ✓ We believe people innately want to do good – and we trust our employees to make sound decisions

To help guide these decisions we have a general policy...

General Policy: Use good judgement

What is good judgment?

1. Team > Self

Favor your team over yourself.

2. Company > Team

3. Customer > Company



Transparency

We share what we know because we feel nothing is gained by holding back

We are proactive in our approach

- We hold back only when we are required to do so.

Example- items covered in NDA's

Power is gained by sharing knowledge; not hoarding it.

We expect you to do the same.

Views on Transparency

Old School

- Information should be kept secret
- Employee vs. Company
- Hoarding knowledge allows you to be the perceived expert and creates a sense of job security
- Thrives on a culture of privacy

New School

- Information is easily accessible and available
- Openness and trust
- Sharing knowledge allows for others to feed off and add to your idea, creating better ideas
- Thrives on a culture of transparency



Open & honest communication

We are willing to say what we think even when it won't be popular.

We only say things about others that we are willing to say to their face.

We listen and keep an open mind when someone is relaying information - even when we don't like what they are saying.

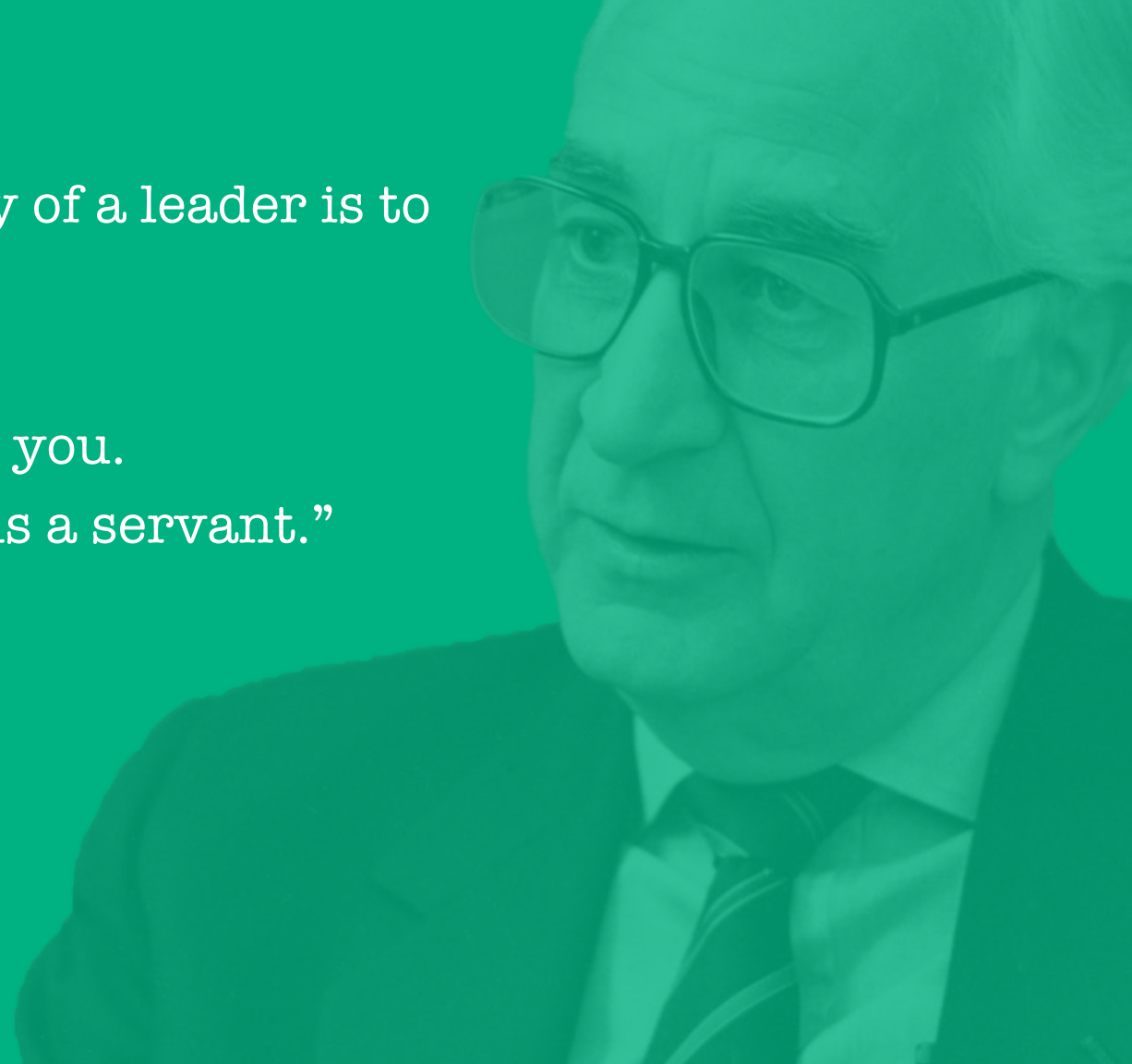
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“The first responsibility of a leader is to define reality.

The last is to say thank you.
In between, the leader is a servant.”

- Max DePree



Effective Leaders

Leaders demonstrate:

Competence – they know what they are doing

Character – they do the right thing, even when it's not convenient

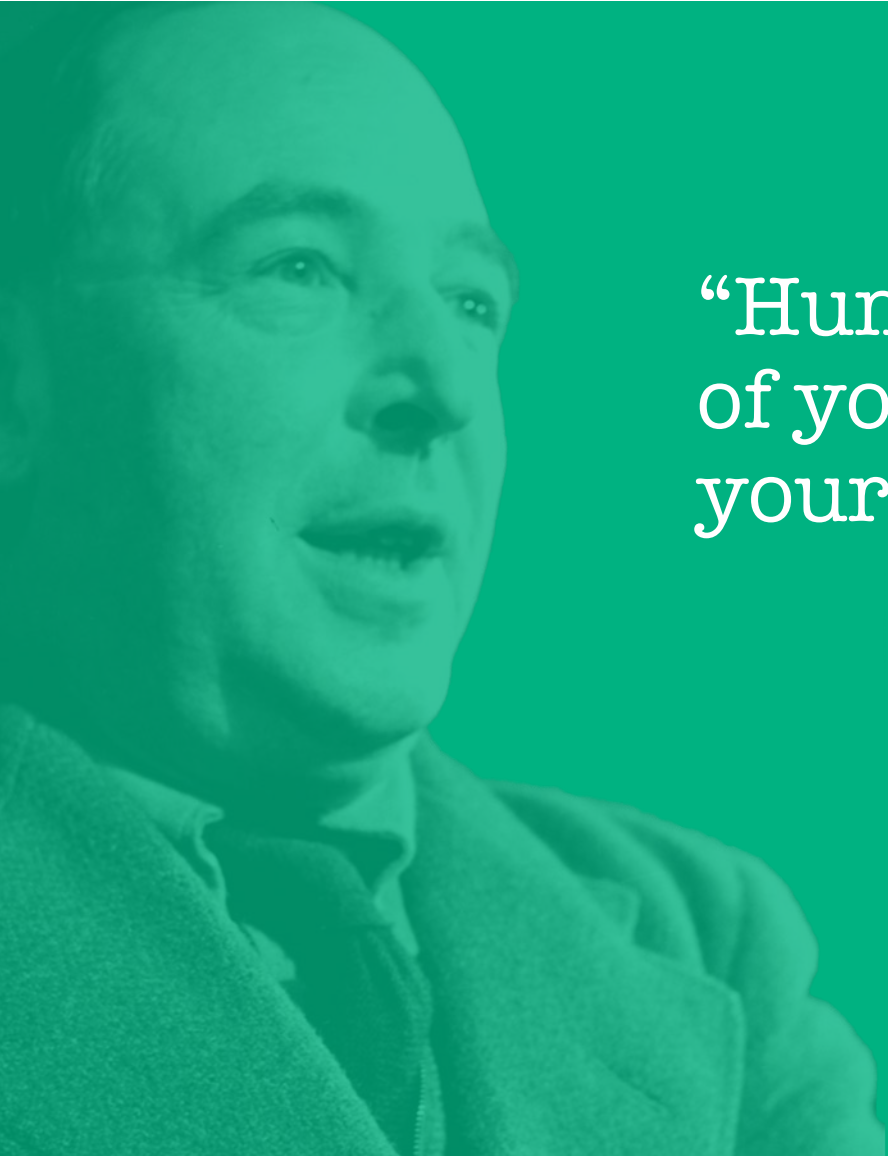
Compassion – they care as much about others as they do about themselves

Catalyst – they remove obstacles and make things happen



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“Humility is not thinking less
of yourself, it is thinking of
yourself less.”

- C.S. Lewis

Humility

Being self-aware and respectful

An openness to someone else having an even better idea than you

A quiet confidence without the need for an embellished selling of our wares

A lack of arrogance, not a lack of aggressiveness in the pursuit of achievement

- The true measure of a person is how they treat those who can be of absolutely no use to them.



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“The ability to learn
faster than your
competitors may be the
only sustainable
competitive advantage.”

- Ari De Geus





Aptitude to learn

Change is constant; being adaptable is necessary for success.

We need employees who are curious, who are willing to make mistakes and go out on a limb and ask dumb questions in order to develop new capabilities and new solutions.

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“Improvement usually
means doing something
that we have never done
before.”

– Shigeo Shingo

Continuous Improvement

- Our goal is to live and breathe what Gemba Academy aspires to teach the world.
- We create value by continually analyzing and improving our processes and eliminating waste.
- Continuous improvement is characterized by having employees engaged, producing regular improvements, and by being evolutionary rather than revolutionary.

We value and recognize individuals that do the above.



Continuous Improvement is a Mindset

- We do not define our purpose as an activity – this stalls forward thinking.
- We define our purpose as a value that we provide to our customers – this allows us to transform, learn and evolve.
- This mindset and style of thinking allows us to create the next innovative wave instead of waiting to ride the one someone created for us.

“We’d rather be failing frequently than never trying new things.”

- HubSpot couldn’t have said it better, so we didn’t try to either.

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Because of the *Customer* we exist.

value noun



val·ue | \ 'val-(.)yü \

Definition of *value* (Entry 1 of 3)

- 1 : the monetary worth of something : MARKET PRICE
- 2 : a fair return or equivalent in goods, services, or money for something exchanged
- 3 : relative worth, utility, or importance
// a good *value* at the price
// the *value* of base stealing in baseball
// had nothing of *value* to say
- 4 : something (such as a principle or quality) intrinsically valuable or desirable
// sought material *values* instead of human values
— W. H. Jones
- 5 : a numerical quantity that is assigned or is determined by calculation or measurement
// let *x* take on positive *values*
// the *value* for the age of the earth

Creating value for the customer

Value isn't fixed or tangible; it rests in the perceived benefits or in the eye of the beholder.

We are in control of this perception.

We create value by:

Enabling learning for our customers by:

- Providing high value content
- Learning support systems
- Efficient content access



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