



Beyond Learning and Development



Corporate CULTURE –

Creating a living & breathing Corporation !



Companies that failed to keep in touch with CULTURE !

Consequences ...



- Levi Straus – Misses HIPHOP : The penalty – \$1B
- Quaker pays too much for Snapple : The penalty – \$1.4 B
- Facebook claims 7 billion photos as its own : Embarrassment and recantations follow

These corporations like most were bad at reading culture, bad at staying in touch with culture ... cost them dearly !!



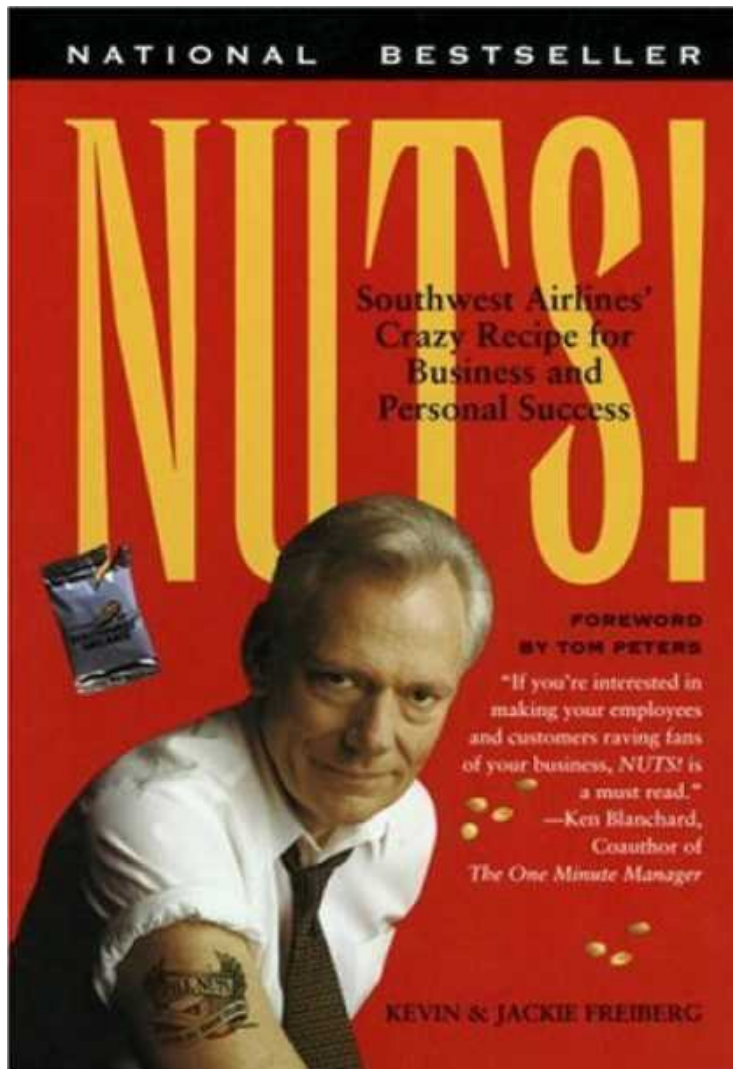
Companies that kept in touch with **CULTURE !**



NUTS !



**NUTS ABOUT
SOUTHWEST**



*Culture is one of the **most precious things** a company has ... so you must work harder at it than anything else!....*

Herb Kelleher... Former CEO – SWA.



**How did SWA
keep in touch
with
CULTURE?**

**Vision – We
want every
American
family to fly an
Airline !!**

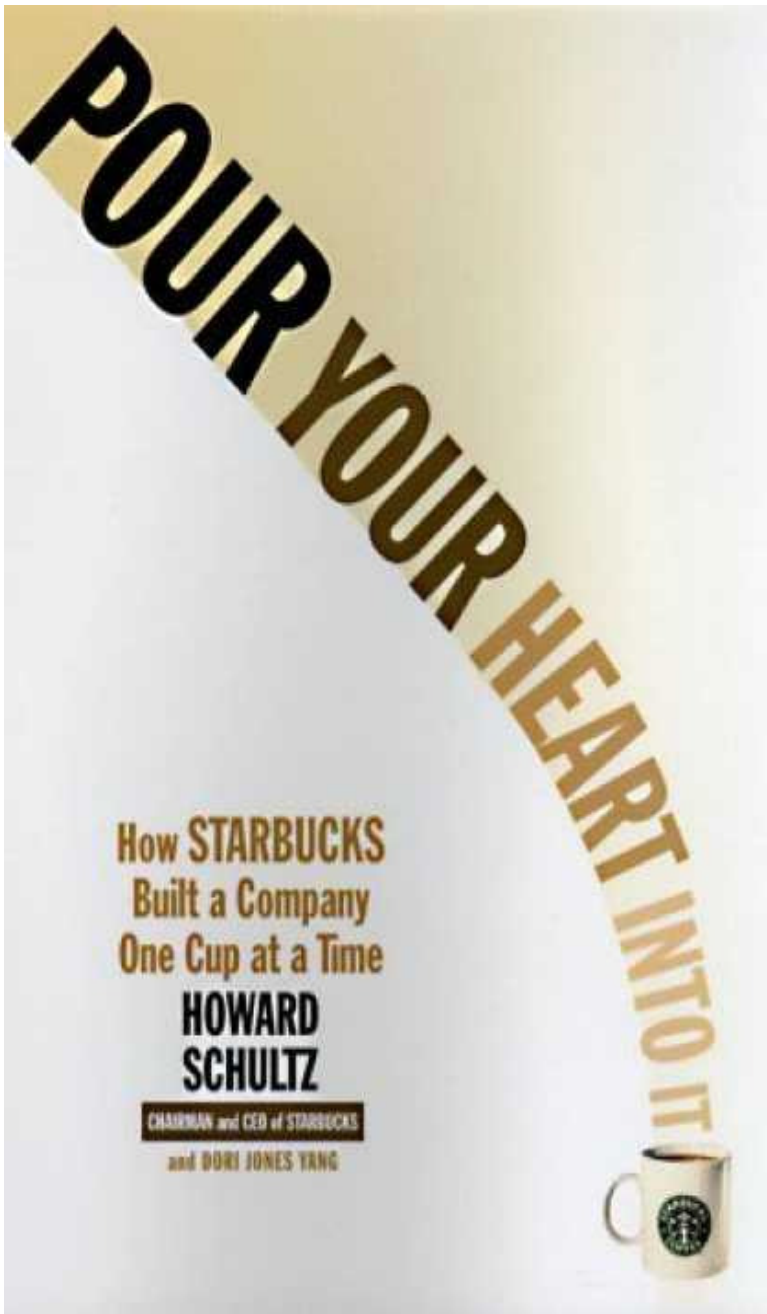
Results



A genuine success story



1. **Profitability – only US airline to earn a profit every year since 1973**
2. **Steady growth rate – 139 % growth rate over the last 5 years**
3. **Lowest fares – Only airline to drive prices down**
4. **Market dominance – 60% dominance in short haul**
5. **Low turnover – 6.4 % per year ; best company to work for**
6. **No layoffs !**
7. **Highest customer service rankings – Triple Crown since 1987**
8. **Most emulated – Other countries have adopted similar models
– India : Air Deccan, Now ... Indigo**



First steps @ Starbucks



- As a parent, or as an entrepreneur, you begin imprinting your beliefs from Day One, whether you realize it or not. Once the children, **or the people of the company**, have absorbed the values, you can't suddenly change their world view with a lecture on ethics.
- Whatever your culture, your values, your guiding principles, you have to take steps to inculcate them in the organization early in its life so that they can guide every decision, every hire, every strategic objective you set.



People connect with Starbucks because they relate to what they stand for. It's more than great coffee.

It's the romance of the coffee experience, the feeling of warmth and community people get in Starbucks stores.

Howard Schultz

A long, wooden ladder extends from the bottom left towards the top right, disappearing into a bright blue sky filled with scattered white clouds. The ladder is made of light-colored wood with visible grain and is positioned at a steep angle, creating a strong sense of perspective and height.

**How did
Starbucks keep
in touch with
CULTURE?**

**Vision – Bring
the Italian
Coffee
Experience to
America !!!**



Corporations live or die
by their connection to
CULTURE ...

Grant McCracken / Author – CCO

What's common to these firms?



ServiceMASTER.
Family of Brands

A privately held Fortune 500 Company that provides various services to residences and firms.

It is not just what we are doing but what we are becoming in the process that gives us our distinct value.

- William Pollard, Chairman



The largest airline in the United States by number of passengers carried domestically per year.

To Provide the Best Customer Service, Put your Employees first. - Colleen Barrett, President



The largest coffeehouse company in the world, with 16000 stores in 47 countries

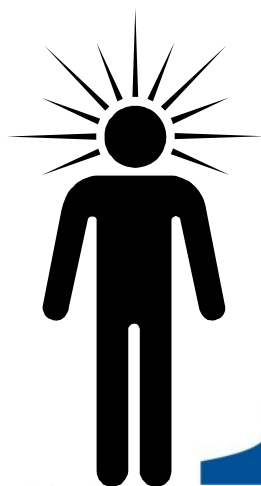
We built the Starbucks brand with our people, not with consumers. Because the best way to meet and exceed consumer expectations was to hire and train great people. We invested in employees.

- Howard Schultz, Chairman



These firms understood the importance of focusing on the “**SOUL**” of the firm

Journey of TRANSFORMATION



Employees First

Value Centricity

Trust, Transparency,
Flexibility



Hewitt 2009
Study: No. 1
Employer in
Asia and
India.



World's most
Innovative
Company for
its workforce
practices.

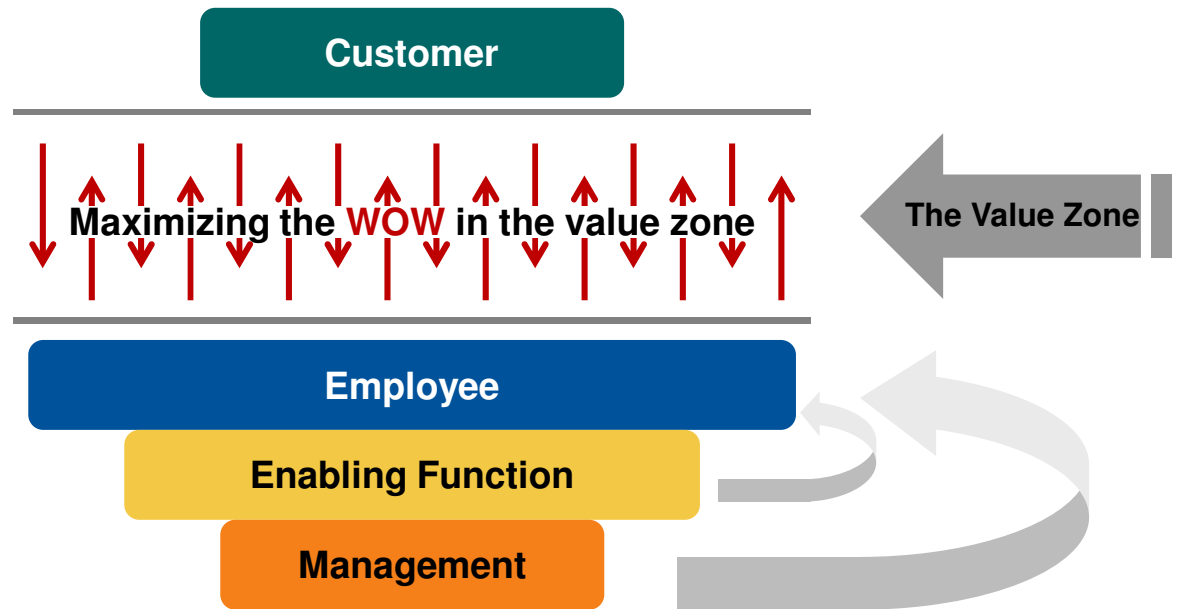


Teaches HCL
as a case
study on
Business
Transformation

BusinessWeek

Most Influential - Five companies to watch: Facebook,
HCL Technologies, Craig's List, LI & Fung, SKS
MicroFinance

The Business Philosophy



In a Knowledge intensive industry, Value gets created in the interface between the Employee and the Customer

What should the role of Management be ?



**ENABLE, ENGAGE
AND EMPOWER**

Employees to create a
WOW in the interface
with CUSTOMERS !!!



360°

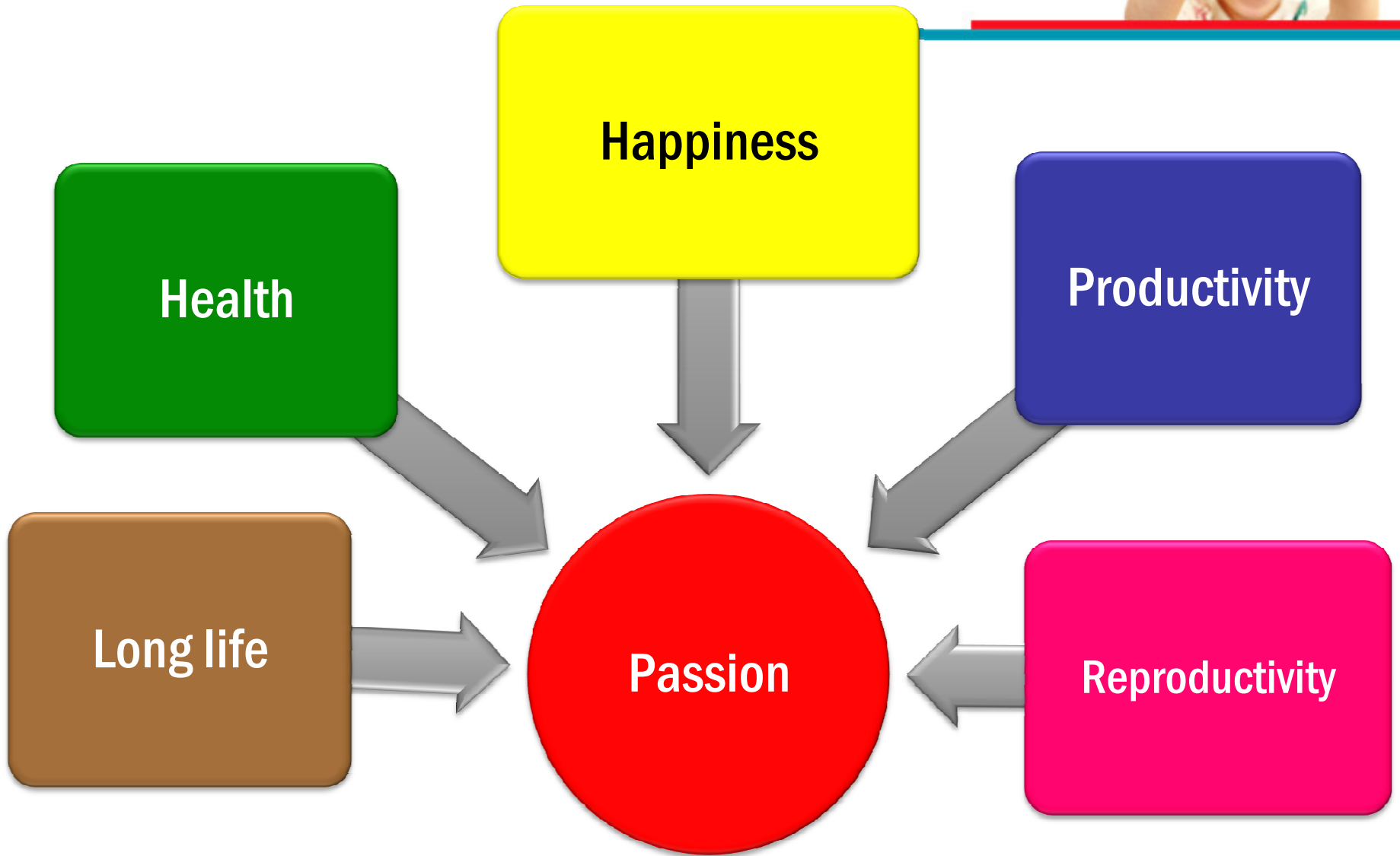
An **HCL** Leadership
Development Initiative

Open 360 Degree Feedback



360 Degree Feedback overview

Passion Indicators™





HCL in 2011 ...

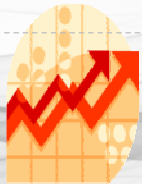
HCL in 2005 ...



18,000 Employees



\$ 700 Mn in Revenues



CAGR of 30 %



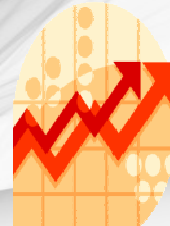
Operations in 18 Countries



77,000 Employees



\$ 5.9 Bn in Revenues



CAGR of 30 %



Operations in 31 Countries



**Let's put Employees "First" in
Business again !!**

Thank you for your attention



John K. John