

12 Second Culture

- Moonshine done well is smooth, clear and very powerful – words we seldom use to describe work, social environments or organizational cultures.
- More than 50% of employees would trust a total stranger over their boss
- The “race to the top” leads more towards oppression than elevation
- Leaders who hire people often look and think like them, limiting the beauty of *diversity*, how compromise change and *efficiency* in the name of tradition; who stunt the growth of healthy *culture* for the sake of control; and, finally, who are so immersed in the process that in no time for *kindness* to people sustaining the process.
- DECK is an acronym for diversity, efficiency, culture and kindness
 - Focus on executing these will bring connection, brilliance and fulfillment
 - Help others achieve success
- Performance is often birthed out of fear vs inspiration
 - Shift the focus from performance to culture
- You never know how your courage to overcome failure might impact or inspire someone else
- When fear enters into the day-to-day for an extended length of time, you have a recipe for burnout
 - Fear is a cheap source of fuel
 - Fear and apprehension are the biggest roadblocks to creativity, brilliance and fulfillment
 - Fear becomes amplified when it is part of the DNA of a workplace environment
 - Manufacturing fear is all about the ego
- Failure is almost always **First Act In Learning** and a catalyst for growth
 - With great leadership people know you will have their backs when they do fail
- Victimized mentality = focusing on what you don’t have
 - Shift in mindset to learn from each race we didn’t win
 - Choice is to “win or learn” not “win or lose”
 - Transition from the frustration and negativity associated “Loss” to the opportunity and growth associated with “Learn”
 - Learning redeemed losing because the growth opportunity in failing propelled us forward
 - It propelled us forward in a way that winning never could
- People with a fixed mindset are all about image and believe their intelligence is static
 - Tendency to avoid challenges
 - Desire to look smart
 - Give up too early
- People with a growth mindset is all about learning and a tendency to embrace challenges, persist in the face of setbacks, see their efforts as the path to mastery, learn from criticism and find lessons and inspiration in the success of others.
- After they run a 12-second pit stop, we try to highlight the points of execution that led to the fast stop
 - It is only after we reinforce these fundamentals that we tell them “good job”
- Failing quickly is all about diving into the tension, not avoiding it, and running towards the fire.
- Tension unlocks the doors and provides direction for conversations.
- Arrival mindset = how you show up for work each day

- Your behaviour the exact moment you grab the door handle and move through the door that leads to work
- Uninspired environments lead to a lack of intention in people's arrival mindsets.
- Most people believe they are offering their bosses their time and not their thoughts, ideas, passion or the fullness of their energy or their personality
- What if the morning commute was a way to meditate, reflect, and prepare for an amazing day?
- What is getting the overpriced coffee was a chance to interact and connect with another human who, like you, needs to feel alive and they matter?
- What if work wasn't just about a job or a career but rather a calling
- We bet on people with passion more than we bet on talent
 - Passion comes from authentically owning whatever it is that excites you
 - Today you are going to get better or you are going to get worse, the choice is yours.
- Often, we are closest to breaking through at the time when we want to throw in the towel. The resistance we experience when our goals are within sight is just the universe conspiring against us to see how badly we want to achieve those goals.
- If you come through the door at work talking about how tired you are, people don't want to be around you
- Don't try and prove people wrong, it leads to bitterness and space in your head that they do not deserve
 - Work hard today to prove people right – not only for ourselves but also for all those people in our past and in the present: moms, mentors, family, coaches, teachers and bosses who have believed in you.
 - People who sacrificed and poured their love into us simply because they believe in us.
- Our space is about belonging, not performance
 - How can people feel like they belong if we only value them for their time and not their ideas, opinions or brilliance?
- Asking the right questions of recruits:
 1. What do you want your legacy to be?
 2. What are your non-negotiables?
 3. What is the first thing you do when you fail?
 4. What's the most important decision you have made in your life?
 5. If you were offered a mulligan in life, what would you do over?
 6. What were you put on this earth to do?
 7. If you were to give an eighteen-year-old one specific piece of advice, what would it be?
 8. What's the smartest thing one of your teachers ever did?
 9. What the first thing you do in the morning?
 10. What the last thing you do before bed?
 11. What difference did someone make in your life as a child?
 12. If you were to rank all the people who have done this job in the past, tell me about number one and why you would put him/her there?
 13. What do you think are the attributes that would make you a successful member of this team?
 14. How do you plan to add to the strong culture that already exists here?
 15. What at your former place of work gave you the most energy and why?
 16. Tell us in more than two words what you think it is that we do?

17. What single project or task would you consider the most significant accomplishment in your career to date?
 18. Tell us something that you believe in that almost nobody agrees with you on?
 19. Tell us about a time when you almost gave up, how you felt about that, and why you did instead of giving up?
 20. What makes you get out of bed in the morning?
 21. What's your story? And, why does your story matter?
 22. What reaction do people have when you walk into a room at work?
 23. What are you most passionate about and how does that relate to the work opportunity?
- Empathy is not the acceptance of poor performance but rather a deep understanding and connection to the human factors that drive performance
 - Volunteering inspires the soul of a person
 - Assembling the right pieces, armed with EI and kindness, will bring a collective perspective into the workplace that positively accelerates your culture and collaborative purpose.
 - Positive motives such as hope and love tend to serve as better motivators over time, and they tap into the fullness of who we can be
 - Bigger purpose is when what you want and need collide
 - Diversity isn't just a black or white issue
 - When someone talks about diversity we automatically jump into the discussion around hiring quotas
 - The ratio of black to white employees has little to do with diversity
 - Diversity is about:
 - Thought - liberal vs conservative or your own ideology
 - Experience – socioeconomic, education and family situation
 - Age – young and old but also how long someone has been within a specific industry
 - Motor – high energy and extroverted vs introverted, emotional and calm, quiet or outspoken
 - Lack of diversity is fueled by fear and comfort
 - We tap into diversity of thought by honouring each person's equal ownership of and contribution to the culture.
 - People don't need to win arguments they just need to be heard
 - Millennials bring EQ and accountability
 - We want people who are intrinsically motivated
 - We will take a person who is laid back and can help the team not take themselves too seriously and dissipate the pressure of intense moments
 - Environment = people, process and precedents
 - People are necessary to work for the company to execute "choices"
 - Processes are needed for efficient production within the company and guiding choices
 - Precedent informs choices based on past data and successes/failure
 - "An army of sheep led by a lion would defeat an army of lions led by a sheep."
 - Leading starts with lions; it starts with you
 - Leaders who don't listen will eventually be surrounded by people who have nothing to say
 - Culture gets lost where there is lack of evolution
 - DECK environment:

- Non-negotiable was the freedom to create the environment we wanted to create
 - Second non-negotiable is that management would have our backs as we tried to create that environment
 - Fear is not a strategy, culture is our strategy
 - Enjoyment and competition as cornerstones to a healthy culture
- Integrity is what we do when no one else is watching
- The CXO:
 - The “C” is for Chief and/or a leader of a group
 - Historically, the role of chief is to protect, empower, and facilitate the flourishing of his/her tribe
 - Indian warriors were never worried about becoming Chief, their concern was the overall health of the tribe.
- Underpaid, overworked, undervalued – you can have two!
- Creativity and innovation are born in environments that cultivate vertical thinking
- The workplace is generally obsessed with image and with keeping conflict and tension to a minimum
 - Transparency is feared and avoided
 - Issues aren’t going away because you didn’t talk about them
 - Biggest misconceptions of high-performing teams is that they are devoid of conflict
- Great efforts can only be inspired, you cannot demand someone’s best
- You vs yourself
 - How can you improve from yesterday
 - How can you make someone else better today
- Michael Waltrip was an amazing boss/leader/owner – make an effort to know everyone by name
 - Teamwork makes the dream work
 - He wanted success with the team, not from the team
- People can rally around meaningful impact if they believe in something bigger than themselves
- Wholeness exits when people feel supported in their fears and worries
 - Wholeness leads to clarity
 - Clarity leads to focus
- People demonstrate consistent passion in the workplace whenever their job is an extension of their calling, whenever their job is an outlet to share the gifts they have to offer
- When people join DECK they have to fill out a form with spouse, children, family names and birthdays, anniversaries etc.
- When we talk to CXOs we ask if they can provide the name of their janitors
 - Missing someone from accounting and no one will miss them, missing a janitor and a bathroom goes down and everyone will notice
- People mistake the cost of turning around a culture, it doesn’t take millions to do so
 - Start by learning people’s names; it’s free, it’s simple and it’s profound. It cultivates connection
- $P = W/T$ (power equals work over time)
- When people dedicate all of themselves to the work they have to do and focus on instead of the clock, they will naturally want to come up with ways to be more efficient and effective because they’ll be rewarded with more time and freedom.
- Changing a tire takes 160 movements – focus on the number of movements not the time it takes

- Killing time. Sacrificing time. Investing time.
- Hire the best six people not the six best people
- Your culture is only as good as the worst behaviour you tolerate
- Emotional efficiency isn't about suppressing your emotions – it's about having control over them
 - Processing emotions is critical, running away is not the answer
- Let the team hold each other to the standard you have set
- Place emphasis on who you are becoming over what you accomplish
- The goal isn't to be perfect in the end, it's to be better tomorrow
- People won't remember you for what you do; they will remember you for how you treated them, for how kind you were, for how you made them feel
- If you want to leave a legacy, be kind
- "To be 99 known is to be unknown."
- Empathy is actually a superpower
- The next era of organizations will be dominated by the teams who are the kindest