

**Corporate Culture:
The Ultimate Competitive Advantage
Eric Flamholtz, PhD and Yvonne Randle, PhD
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Purpose: A one day Executive Seminar with limited attendance for C-level executives and Senior HR managers and of large enterprises.

Objective: To help you understand how culture can become your ultimate competitive advantage

Based upon decades of research and actual work with organizations, Flamholtz and Randle will show that the management of corporate culture is the ultimate competitive advantage. In addition, they will explain how best of class companies to manage corporate culture to enhance their success.

This practical in depth session consists of four parts:

Part 1 will provide a framework for understanding corporate culture

- 1) What is “corporate culture”?
- 2) Examples of Companies that manage cultures well and what they do, including
 - Starbucks
 - Johnson & Johnson
 - Ritz Carlton
 - Huawei
 - Disney
 - Google
 - Other less well known but highly successful enterprises
- 3) The Five Key Dimensions of Culture (identified by empirical research)
- 4) How to “Map” Your Company’s culture
- 5) The Demonstrated Impact of culture upon financial performance:
 - Published Research from USA
 - Published Research From Bulgaria

- 6) Why is culture so difficult to manage and how to overcome these problems?

Part 2 will examine the methods and tools of culture management

- 1) Managements Systems' proven **Six Step Culture Management Process**
- 2) How to **measure** culture
- 3) Key **tools** for culture management and transformation, including:
 - a. Culture Values statements
 - b. Behavioral norms
 - c. Management development
 - d. Performance management system
- 4) **Feedback** on how well your company is managing your own culture (survey results)
- 5) .
- 6) What is the **role of the C-suite executive** in managing corporate culture?
- 7) What is the **role of the Senior Human Resources Executive** in managing corporate culture?

Part 3 will examine actual case examples of culture management from Management System's experience

- 1) Culture management at Emergent BioSolutions:
USA with global operations
- 2) Culture management at Techcombank (Vietnam)
- 3) Culture management at Bulgarian company TBD
- 4) Culture management at different stages of organizational growth.

Part 4 will deal with any Questions about applications in your company

- 1) Questions about culture management in your company.

Special Features

- 1) Participants in this program will receive copies of two books in Bulgarian:
 - a. Eric Flamholtz and Yvonne Randle, *Corporate Culture: The Ultimate Strategic Asset*, Stanford University Press, 2016. Bulgarian Edition.
 - b. Eric Flamholtz and Yvonne Randle, *Growing Pains: Building Sustainably Successful Organizations*. Wiley, 2016. Bulgarian Edition.

- 2) Participants in this program will have an opportunity to complete a special Culture Management Effectiveness Survey,” about their own company and receive a **confidential report** of their company’s score.
 - a. Data will be provided during the session to enable participants to “benchmark” their scores *vis a vis* other Bulgarian companies and other global organizations.