

Shift 1

Engineer a New Bedrock

COPYRIGHTED MATERIAL

Successful adoption of a social web and participation strategy is rooted in business culture as much as it is business operations.

Your company culture consists of two key elements: your businesses' underlying intent and the people you bring together to carry it out. Together, the people and the purpose of your organization intertwine to make up the core of what you do.

Today, there are more windows into your company's culture than ever before. Your intent is seen, heard, and felt by employees, prospective employees, customers, prospective customers, media, competitors, and more. The rise of the Internet makes it possible for people to know your culture, or at least guess at it, based on a stream of clues emanating from your business and your people.

A trusting, open-minded culture is one of the key factors in embracing and harnessing the potential of the social web.

What You're Made Of: Harnessing Intent —

Having a great business or product to sell is important. But if you've truly got something of value to offer, the *how* and *why* you go about doing that are every bit as critical as the *what*.

What's your motivation for creating this product in the first place? How do you want people to feel when they do business with you? Ze Frank, an exuberant and creative speaker and thinker about marketing and culture, defines a brand as "the emotional aftertaste that's conjured up by, but not necessarily dependent on, a series of experiences." It's a definition that is equally suitable for "brand" and "corporate culture."

What aftertaste do you want to leave?

Your culture is one part about your passion, one part about your philosophy on how you treat people who are part of your business (that includes customers, employees, and vendors), and one part about the actions you take to prove it.

Consumers use word of mouth and social media to help ascertain the true intentions of companies, and then they decide whether those companies are

4 The Now Revolution

worthy of support. That customers can gauge company intent, not just products and services, is a hallmark of the Now Revolution.

Yes, we're all in business to earn money of some kind. That's accepted by both business owners and consumers. The balancing act is in determining where profit falls in the spectrum of other objectives such as ethics, morality, service, sustainability, and so on. With consumers having access to more information than ever, how you balance your goals with the human and emotional sides of business becomes critically important.

Your culture is what you use as the guidepost for making those decisions.

We, The People

Your people have always been an important part of what makes your company successful. But now, your customers are paying extra attention to the whole of their experience with your business. And what they see—how they connect the dots between their experiences, perceptions, and the attitude of your employees—figures into their buying decisions. You need to equip every employee to be an ambassador, a representative, and an advocate in the very moment they need to be.

In an era of increasing business accountability and forthrightness, your ability to attract talent is crucial. A single terrific employee can literally change your business fortunes through unusually adept usage of social media. And the converse is also true.

Individually, employees want to work toward something that matters, in a company that welcomes and appreciates their contributions. They seek out environments that challenge them, invest in them, and encourage reward and recognition for good work. And most likely, they want to have a hand in your company's success.

Culture can be deeply philosophical, and it can even be downright uncomfortable for some people to discuss. But talking about your culture openly and allowing your employees to actively contribute to its creation and upkeep will help forge relationships and a sense of shared purpose that can bring out the best in your teams.

In a hyperconnected, relentlessly paced business environment, a healthy and strongly defined culture gives everyone in your organization common ground—that is, the ability to be an ambassador, a representative, and an advocate—and the confidence to do the right thing, fast.

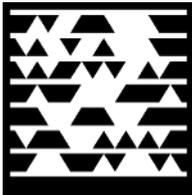
Ritz-Carlton's Culture in Action

At Ritz-Carlton, every element of the business embodies their philosophy that employees, whom they refer to as Ladies and Gentlemen, *are* the brand. So the company invests heavily in making sure that those employees can deliver on their renowned promise for world-class customer service.

At each of the 75 hotels worldwide, the day starts with a roundup of the staff; at this meeting, they discuss the brand's core service values, recount sparkling customer service moments, or review recent challenges. And at Ritz-Carlton, when those complaints happen, the employee that receives it owns it through to its resolution. (They can always request assistance, but a guest will never be passed off to someone in "another department").

Each employee can spend up to \$2,000 on the spot to resolve any customer's situation. It's the hallmark of trusting people to do the right thing and infusing the organization's culture into every nook, cranny, and polished brass doorknob.

Ritz-Carlton has their intent in hand: Deliver an amazing guest experience in their hotels. And the people they've put in place not only want to deliver on that but are empowered and equipped to do so, no matter what their job. Culture for them isn't just an idea; it's baked right into their business.



The Ritz-Carlton Gold Standard. Take a picture of this tag with your smartphone to read more about Ritz-Carlton's culture and hear a podcast from the perspective of their Ladies and Gentlemen.

Real-Time Leadership

Today's businesses require leadership with strength, fluidity, and resolve. Businesses that go to great lengths to delight their customers by mobilizing outstanding people have leadership presence, rather than leadership dominance. Those at the helm of successful businesses are pragmatic but not fearful, practical but not stubborn, adaptable but not wandering, nimble but not reactionary, open but not spineless, empathetic but not unprofessional. And above all, they are responsive.

6 The Now Revolution

Those with rank will participate in conversations to offer strategic perspective, approve decisions, or guide other employees based on the depth of their experience. But leadership can and should extend beyond the domain of management. Other individuals should be empowered to outline implications and strategies, assess risks, and chart the best course of action as well. It's a not-so-simple matter of leading through involvement, but not instruction, and trusting that the team you've assembled has enough collective experience, perspective, savvy, and commitment to the company's best interests to execute well.

Businesses must operate more nimbly and broadly than they've ever needed to before. They have to respond with confidence, fail quickly and learn from their missteps, motivate individuals, inspire teams, connect with customers, and demonstrate interest and compassion in their daily business endeavors. That's far too much responsibility to place on the shoulders of one strata of an organization.

The people among your ranks and the employees you've brought aboard should have the freedom and trust to help you evolve your business and infuse your intent in everything they do. And your leaders need to understand and embrace the difference between being a player and being a coach.

5 Attributes of a Healthy Real-Time Culture —

What kind of culture excels in modern business? You might know it when you feel it, and you most certainly know it when it's not there. There are five cultural elements consistently found in businesses that are well primed to adapt to today's pace and attitudes online.

Solidarity

If you're a sole proprietor, the essence of your culture is likely contained within the heart and mind of a single person (you), which makes it easier to adjust and make the changes necessary to adapt to social media. In a small business with just a handful of folks, it might be a little more challenging, but it's simple enough to translate meaning from one person to another and find like minds that share a unified sense of purpose. It's also more common for all the members of smaller companies to have consistent contact with the

founders, who probably established the initial cultural norms and still set the pace.

As scale increases, however, culture becomes harder to disseminate throughout an organization. The breadth and diversity of larger teams makes it harder to ensure that culture is clearly communicated, absorbed, and put into daily practice. The toughest leap for any growing business is the increase from 50 to 100 employees. Impromptu and ad hoc conversation gives way to process and procedure. Personal connections among people, and opportunities for the free exchange of ideas simply become harder to find. Shared mind-set that's easy to agree on among a few dozen people becomes foggier and more diluted.

Once you move beyond being a very small business, culture needs to find ambassadors throughout the company and take root not just at the center of the organization but in many independent hubs throughout. That's what makes a positive culture sustainable and scalable.

The single most important thing you can do to foster that solidarity is to actually define and articulate your culture with clarity. During discussion and conversation about the business's culture and personality, people decide whether or not they're on the bus, that is, whether they share your values. It's also the time when you can spot disconnects or potential disparities between people and practice.

This simple step of cultural propagation is often overlooked, because culture discussions frequently happen in the executive suite and rarely manage to make their way elsewhere. And although the heads of state might be agreeing on what they value and believe in, they're simply not doing a good job of explaining it to all of the people with whom they regularly work. But once a culture rift sets in, it takes an inordinate amount of work to bring the edges together. A much better investment of time and effort is to consistently, clearly, and openly communicate who you are as a company and what your shared values are.

McMurry, a fast-growing custom publishing and advertising company in Phoenix with 165 employees, has a fantastic, effective mechanism for ensuring that its cultural principles are shared and understood in every corner of the organization. Founder Preston McMurry walks the halls regularly, stopping team members at random. If they can recite the company's mission and core values from memory, he gives them a \$100 bill on the spot. It's no

8 The Now Revolution

surprise that McMurry is a constant fixture on Best Places to Work lists. Not because of the chance for random \$100 rewards, but because every employee knows what the company stands for, where it's going, and how it's getting there.

Demonstrated Trust

Healthy cultures give people the freedom to do their jobs within broad frameworks. The objectives are discussed, shared, and communicated. The flag gets stuck in the sand, but the path to it? That's up to the individuals and teams to determine.

These businesses are also open to hiring individuals with different skills and strengths, and drawing talent from unexpected places within the company to make things happen.

Every employee should have the chance to be a harbinger of change, to engineer something of value from wherever they happen to be—to find their way to success with guidance and support, but in their own manner.

Give them opportunities to weigh in on decisions and share their thoughts about everything from ideas to process, even if it's not something that's in their wheelhouse. It's a great way to tap into the deeper talents of individuals; leverage the strengths, interests, and insights of diverse teams; and demonstrate your investment in the people you've hired. Their ingenuity might surprise you.

Laboratories and Feedback Loops

Thriving cultures often have something in common: an appetite for experimentation and creativity to see what works, from products to process. It's a healthy, adaptable organization that can be honest, challenge assumptions, and make changes based on opportunity instead of comfortable familiarity.

And even the best-laid plans have their hiccups. Every project starts with an idea, a hypothesis and a strategy that seems to fit the project at hand. Sometimes, execution doesn't always go as expected. Sometimes it's a stumble. Other times, the project is just a bust.

A culture that accepts failure is a culture of strength. Being willing to look in the mirror without emotional bias and decide what's broken and adjust accordingly is a sign of smarts, of growth, and of perseverance.

From the ashes of those burnt projects, or from the wildest of successful endeavors, should also rise a lesson or two. Capture what happened, what might have gone wrong, what went crazily right, and where there's potential to build. Most important, make sure that there are lines of communication *back into the organization* about those learnings. Everyone can learn from the adventures of others, for better or worse.

Now Hear This: Create an Idea Laboratory where people can submit ideas. Have both online and offline components so that everyone can find a comfortable way to participate. Let people submit ideas via an online platform like UserVoice or a simple e-mail, and designate a wall in your office where people can post sketches, articles, photos, and ideas that can inspire improvements to your products or business.

Diversity of Individuals and Ideas

Although unity of purpose is important, diversity of ideas, opinions, and paths for getting there is what creates the character of an organization. Individuals need to know that their unique perspective is not only valuable but wanted.

Employees of Jones Soda, a 100-person soft drink company in Seattle, are known as “Jonesers.” At Jones, everyone's ideas are embraced, which reflects their funky, eclectic cult of personality, something that's always been core to their brand. Their energy drink, Whoopass, has a bottle design created entirely by employees, not by professional package designers or promotions experts. Every employee devises flavor ideas for new sodas, and the entire staff are taste testers. (Turkey and Gravy, miraculously, made the cut. Sadly, Astroturf didn't.) But walking—er, Jonesing—to the beat of your own drum is encouraged, and ideas and contributions come from everyone.

Strong cultures know that experts and great ideas can come from anywhere, and healthy, respectful disagreement and discussion can make good

10 The Now Revolution

ideas even better. They're looking for people who represent fresh perspective, have the confidence to articulate that perspective, and have the enthusiasm to work with others to take seeds of ideas and turn them into results.

Reward Systems

People are often motivated by more than money. They're looking for a sense of accomplishment, appreciation, and intrinsic value in the work they're doing. Culture-rich companies know this and provide more ways for employees to be rewarded than paychecks and bonuses.

GreenNurture, a Tempe, Arizona startup built a web-based system that helps companies incorporate sustainability into their cultures through education and empowerment of employees. Employees share sustainability ideas, and then vote or pledge to show support for ideas, creating organizational momentum. GreenNurture uses gaming mechanics like badges, points, and voting to engage users to participate. Points can even be redeemed for merchandise. Company leadership receives detailed analytics around employee engagement and sustainable progress, and can communicate back to employees about implementation timelines and successful project impacts.

It's a simple but clever way to reward employees for their contributions and benefit the business at the same time.

If your company values teamwork and collaboration, the reward and recognition systems should support that approach. If, for example, you value the cultivation of long-term customer relationships, consider how a commission based on a quarterly quota might hinder your salespeople's investment of time on their accounts. If you'd like to see more teamwork, find a way to reward groups for their collective performance, instead of singling out individuals with promotions or awards.

Not sure what motivates the people in your company? Ask. For some, it may be visible recognition. For others, it's financial rewards. Flexible schedules, the ability to work on side projects, or vacation time are big motivators for some employees. Take the time to ask people how they'd like to be recognized for their work, and set up systems that allow management to respond accordingly.

Rethinking everything from compensation to commission structures, to titles, promotions, and intangible reward structures can have a tremendous impact on how valued and invested people feel in the work they're doing.

Shields Up: Cultural Roadblocks to Social Media

We've said that successful adoption of a social web and participation strategy is rooted in business culture as much as it is business operations.

Why? Because the Web, with all of its commentary, discussions, participation, opinion, and opportunity, is a window into how and why you do what you do. The conversations happening both with and about you put your company personality and intent on the stage for everyone to either criticize or applaud.

The difficulty in integrating a new approach to the Web, then, isn't in learning how to use the tools or the tactics. It's not about being able to measure or determine return on investment (ROI). Those things are tangible, and solvable, with time, dedication, and elbow grease.

The challenge instead is that adopting social media and real-time business means *a shift in mind-set*. The fundamental principles behind social media—and the reasons why it is so powerful—involve giving your employees and your customers a clearer voice and impact on your work. To capitalize on that opportunity, you need to believe that opening that door is smart, good business. And it might feel different than the way you've done things before.

Fear

The idea of encouraging real-time, public customer feedback or allowing employees to participate openly and freely online can be terrifying to some businesses. There's a lot of fear-mongering about "losing control" of your brand online, when, in fact, you've got control over as much as you always have: how you present your business and how you act.

What you don't control—and have never controlled—is the response and reaction to what you do, and that's where the uncertainty and fear comes in. Companies are afraid someone will say something negative, that they will criticize their business openly and that others will agree. That they will expose weaknesses or air grievances. Or they're fearful that an employee will say or do the wrong thing online, and it'll be out there for everyone to see.

Some of these risks require real consideration: potential legal ramifications, regulatory or compliance issues, and liability. But other risks are

12 The Now Revolution

perceived. They're based in uncertainty of outcomes and drive many companies to fall back on existing processes, practices, and approaches that are comfortable and familiar, regardless of whether or not they're still effective.

But these communication tools are already in play, already being used, already affecting your business, whether you're actively using them or not. Look at it this way: Social media can be your canary in the coal mine, your early warning detection system. With it, you can actually see and hear real issues as they happen and tap into the very platform your customers are using to solve them.

Blame

For many businesses, the fear behind their social media reluctance isn't just fear of failure but of blame and accountability—both individual and collective.

Businesses are trained to avoid risk. The first tendency is to try to remove or mitigate the variables that might result in significant mistakes, often by instilling inflexible process, procedure, or policy. Then there are the response and damage control mechanisms, such as crafting official statements when a misstep ends up out in the open.

Social media has put a spotlight on accountability, and it is asking that companies stand up and own their successes and shortcomings in equal measure. Likewise, the human-driven Web insists on responses and communication that feel sincere, not contrived, and that level of scrutiny and expectation makes many companies incredibly uncomfortable. Either they're not ready to hear the hard stuff, they don't know what to do about it, or a combination of both.

But here again, the genie of accountability isn't going back in the bottle. There is rich opportunity for businesses that are ready and willing to stand among their community, hear what they have to say, and respond with genuine concern.

Change

Given enough time and practice, any business can build a workflow to chart out social media processes, systems, and operations (and we'll show you how in the chapters that follow). You can draw a blueprint that outlines the plan to

implement your social media efforts complete with strategies, tactics, and measurement practices.

But those systems need to be built on a solid foundation of agility and adaptability, trust, and a positive and progressive culture that puts intent at the center. If those things don't yet exist in your company, you'll have to make those more fundamental changes first before social media will thrive.

The trick here? That kind of change is hard. It's not instant. It can even call for some tough decisions. And it can require a level of honesty and consistent effort that challenges even the most robust businesses. But change is also the underpinning of new opportunity, so those that are serious about social media and real-time as business strategies will need to be brave enough to take it on.

Assessing Your Company Culture

You never think you're the business with the culture problem. That's the problem every *other* business has. Not you.

Except when you do.

It's important to diagnose and address those issues when they emerge, because they don't tend to solve themselves and usually get worse over time. And while you're working to make your business more responsive and more nimble, you'll be relying heavily on having the right people and culture in place to enable that.

Identifying fractures in your culture requires a bit of courage to ask questions, hear feedback, and apply a certain amount of methodical, objective analysis to really understand the underlying cause of the problems.

The Culture Quiz on the following pages offer some questions to ask yourself as you assess and evaluate your company culture and environment.

If you've answered no to 10 or more of these questions or to more than one in any section, you likely have a cultural issue (or several) that should be examined.

Diagnostic approaches to gathering this information can vary widely. More formalized employee evaluations and surveys will tell you some of the picture, but response bias (the fact that people know what's expected or desired from their answers and answer accordingly) may skew their truthfulness or accuracy, especially if there's any fear of retribution.

Be patient and attentive to the conversations that happen around you, in addition to more formal assessments you might use. Consider anecdotal

14 The Now Revolution

The Culture Quiz

Employee Morale

- Is the overall attitude and mood of your workers, especially when they're not at their desks, positive?
- Are employees frequently on time or even early to work, and do they tend to stay late to work on projects of their own accord?
- Is attendance robust at company functions outside the office, and is participation enthusiastic?

Social Fabric

- Do employees routinely socialize outside of work and interact during work?
- Do managers know what interests their teams have outside of work?
- Is there an overall sense of camaraderie and friendship?
- Do employees organize activities such as birthday celebrations?

Communication

- Do employees feel like they're informed and in the loop about important information?
- Are there clear lines and systems for internal communication?
- Is the tone and tenor of employee communication friendly, positive, and constructive?
- Do employees frequently use the words *we* and *us* to indicate that they feel part of a larger whole?

Physical Environment

- Are office doors kept open for the most part?
- Do employees congregate in common areas?
- Do individuals have many personal effects on their desks or in their work spaces?
- Are there open spaces that encourage impromptu gathering?

Management Respect

- Do you hear positive comments about managers—or management overall—in reviews or casual conversation?
- Do people express eagerness to share input up the ladder?
- Do individuals aspire to management positions?
- Do managers mentor and counsel other team members, even if they are not direct reports?

Ambition and Accomplishment

- Do your teams routinely celebrate individual or group accomplishments?
- Do employees assess and help shape their own goals and role in the company?
- Are team members eager to share lessons from failures?
- Do employees eagerly take on projects and tasks that aren't part of their official job?

Mind-Set

- Are your criteria for hiring and firing known and universally understood?
- Are those hiring and firing criteria consistently applied?
- Is the leadership united in the philosophies that underscore their management style and development of talent?

Employee Recruitment and Retention

- Do employees leave for positions that represent a significant career advancement opportunity that you wouldn't have been able to provide?
- Do your employees leave on positive terms with strong relationships intact?
- Do your employees leave to work for companies that you respect and admire?
- Is your employee retention rate something you're proud of?

(continued)

16 The Now Revolution

(continued)

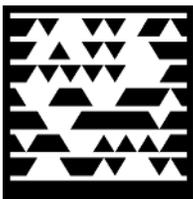
Productivity

- Do your employees get work done that goes above and beyond what's expected?
- Do your teams hit deadlines almost always?
- Is there a "whatever it takes" attitude within the company and throughout every level of the organization?
- Do projects feel like they usually carry healthy momentum?

Customer Satisfaction

- Are customers sharing compliments as well as complaints?
- Do you have a strong idea of what your customers love about you and what they'd change if they could?
- Do you share customer feedback openly with your staff?
- Do all members of the staff take ownership of customer problems?

evidence and casual feedback and commentary as unscientific proof alongside your more structured evaluation and diagnostic measures. And make no mistake, your instinct counts for a lot. It works in families as well as businesses: if you think your company might be dysfunctional, it almost always is.



The Culture Barometer. Take a picture of this tag to download this quiz and create your own Culture Barometer score.

Righting the Ship: Guiding Culture Shift and Adaptation

Shifting and modifying culture is hard. It takes time. It also takes a significant amount of humility and self-awareness. Whether you're making a few adjustments to your existing methods (who doesn't need those?) or undertaking an

overhaul of a sinking ship, diagnosing and mapping the course for that change rests with three key elements.

Assessing the State of Now

To understand your culture through the eyes of the people who live in it, you have to ask.

Interview your employees, both individually and in groups. Ask questions about how they describe their work to their friends. Who do they celebrate and admire, and why? What do they fear? What do they think failure at their company looks like, and why do they think it happens? If they're intimidated by having management in the room, ask for volunteers among peer groups to hold town hall-style sessions to capture feedback without the looming presence of the boss. (If there's already a culture of fear, diagnosing it is going to have to make people feel like they can sound off without fear of identification or retribution).

Now Hear This: If you suspect your employees would like to give feedback but are intimidated, set up an anonymous e-mail account with a public password that anyone can log into and send an e-mail to management with their thoughts.

As for your view from the leadership seat, you have to be willing to hear (and not take personally) the good, the bad, and the ugly. You must be ready to accept reality, even with the warts. From potentially broken processes to potentially toxic individuals who are damaging morale, you've got to stare it all down, bravely, to get the lay of the land. In addition, you have to capture, document, and communicate it all as openly as possible in a way that is meaningful to your people. Why? Because the people who have shared their stories want to know that you've heard them.

Building Consensus and Drawing Maps

Part of the importance of sharing an accurate picture of your organization's current state is to build consensus about what's working, what's not, and

18 The Now Revolution

what might need to change. Like the positive parts of culture that create unity, a common view of the shortcomings lays the groundwork for cooperative change, too.

Once you've done the initial assessment, you'll need to devote time, people, and energy to culture discussions. You'll need to have meetings and gatherings solely designed to converse about how you can improve your culture and business; then you'll need to start pulling together the pieces to create a road map. The purpose of these discussions is to collectively decide on functional things, big or small, that can be adapted, shifted, changed, added, or eliminated to move toward solutions.

Here, you want input and representation from all areas of the organization, continually, and in an environment that fosters open discussion (that will take time to create).

Changing Behavior

Working on the culture of your company is an ongoing endeavor. It's a continual process of evaluation and adaptation to meet the changing needs of the business environment, your people, and the vision you have for your company. Big changes happen in small increments, so you should approach this as a process rather than as a project. Make your goals about progress and steps toward something. Reward the different stages of the journey, not just the resolution.

Doing It Right: Moosejaw

"Love the Madness."

That's the slogan for Michigan-based Moosejaw, an online outdoor gear and apparel retailer. And for them, that translates into two big things for their business: going to the ends of the Earth for their customers and being the most fun retailer in the world. Armed with that kind of direction, Moosejaw employees are like an armada of class clowns who take their business of zany very, very seriously.

(continued)

(continued)

"People interpret 'Love the Madness' differently, but that's totally okay," says Gary Wohlfeill, Moosejaw's creative director. "Within that spirit, people here know they can make decisions based on being the most fun retailer in the world, and do what it takes to create that customer experience. Having that clear purpose is important for people, and makes it easy to make things happen for our customers, at every level of the organization."

As far as Gary is concerned, they've been doing social since before social was cool (or even existed). From having pickup Frisbee games in the office to spontaneous birthday celebrations for customers visiting the office, the Moosejaw company has been set up to embrace new technologies like Twitter and Facebook for a long time, simply because the high-touch interaction, speed, and sense of improvisation was a natural fit for them.

"Every single touchpoint with a customer is an opportunity to create an experience with the brand," Gary explains. "The stuff we sell you can get in plenty of other places, so we've got to empower our people to create a different experience and have real, creative interactions with our customers. If it's not fun and different, we're probably not going to do it."

Their team members are their creative engine, coming up with ideas for customer communications and packaging, including unmistakable stickers with instructions such as "No Knife, Use Teeth" that adorn their boxes. Product and promotion ideas come from all over their organization, and they've instituted a Stanley Cup-style award to recognize the bright spots in their organization and highlight their commitment to the Madness.

Even a simple order confirmation isn't business as usual at Moosejaw. Their e-mails aren't powered by autoresponders, but rather by people who respond with quirky, fun, and interesting things, like asking for dating advice for Jack, an unattached staffer, not just the typical wooden, corporatized fare. They're treating customers as friends, and the employees themselves are free to stay true to the Madness. The company's founder, Robert Wolf, says their marketing strategy is "a reflection of our

(continued)

20 The Now Revolution

(continued)

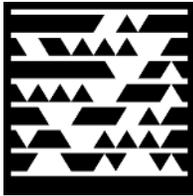
personalities, as opposed to a grand plan." At the time of this writing, the request to sign up for e-mail specials on their web site read:

Get a list of the best mimes in Portland plus 397 Moosejaw points.

Moosejaw points are great, but a list of the best mimes? Total (and unexpected) bonus.

One way that Moosejaw has chosen to help maintain the integrity of their distinctive, offbeat brand is that they keep all of their communications, marketing, and creative work in-house. Not only does it help them keep a closer eye on the clever creative work, but it helps keep all of their employees involved and invested in how the company presents itself.

"The 'Love the Madness' attitude makes it easy to let lots of people represent the brand in very individual ways. And that gives us the ability to try new things, have fun, and deliver something that our customers will love for a very long time."



The Moosejaw Madness. Take a picture of this tag to watch the video of a presentation Gary made at Social Media Club Detroit about their company attitude, culture, and personality and how it plays into their work in social media.

Getting It Done: Engineering a New Bedrock

Building and sustaining a culture that's ready for the Now Revolution takes devotion. You've got to initiate the culture discussion and let it free in your organization, bringing all of your employees into the fold and ensuring that everyone thinks and acts according to the same set of principles. When everyone is a spokesperson, your culture is the golden thread that keeps it all tied together.

1. Know what you stand for as an organization, beyond your product or service. What's the one thing that matters most to you?
2. Write down the elements and proof points of your corporate culture, and share it liberally inside your organization.

3. Realize that every employee is a potential spokesperson and brand ambassador. Empower employees accordingly.
4. Accept that you don't always control outcomes, but you still decide how you present yourself as a company.
5. Lead through involvement, not instruction.
6. Audit your culture regularly and solicit employees' feedback.
7. Embrace social media as a keen culture barometer.
8. Treat culture change as a journey, not a destination.

