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Creating a Culture of Success

Fine-Tuning the Heart and Soul of Your Organization

By Dr. Charles B. Dygert, Ph. D. and Richard A. Jacobs, P. E.

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What is the “culture” of an organization? Plainly put, it’s the “clubhouse rules” or “the way we do things around here.” In *Creating a Culture of Success*, Charles B. Dygert and Richard A. Jacobs show you how to make your organization more productive, based on a simple, yet profound, understanding of how human beings function in a group environment. This book tells you how to address the “we versus they” mentality (“the ‘we’ should be your organization and the ‘they’ must become the competition”), how to create win-win solutions to personnel troubles, how to identify and eliminate the problems that keep your organization from fulfilling its potential, how to manage for maximum success (praise is one essential), and how to foster trust and personal integrity so that all employees feel part of a “shared fate.”

In addition to offering innovative strategies to help improve your organization’s productivity and morale, this book is genuinely user friendly. The authors encourage you to read through the text in any order, and at a reasonable one hundred and forty plus pages, you can easily cover all pertinent material, get a good grasp of the ideas presented, and begin planning your strategy for implementation in just a few hours. At the end of each chapter, you’re provided with lists of key concepts and things to do now, so you can start making changes right away. And the last chapter consists of a practical six-step guide to getting started that includes useful brainstorming and discussion tools (the “fishbone” cause and effect diagram, the Pareto Analysis bar graph, and the “Five Whys” technique).

The authors emphasize that while their ideas are useful to small businesses and large for-profit corporations alike, they can also be adapted to other settings, such as schools and non-profits. And, as with most good business books, you may find the principles espoused here useful in other areas of your life. For example, the authors’ emphasis on the shift of the manager’s role from company watchdog (adversary of the employees) to encouraging coach (who evaluates where employees are now and then supports them in their advancement, thus benefiting the company as well) might help you in your approach to volunteering, mentoring, coaching, and possibly even parenting. The teamwork approach has worked well for groups as diverse as Starbuck’s, Wal-Mart, Saturn, and the U. S. military. If you believe, as Dygert and Jacobs do, that “workers are not robots in need of programming, but people with hearts, souls, and minds,” whole human beings who “want to care,” pick up a copy of *Creating a Culture of Success* and learn how

amazing, company-wide transformations can begin “with one dedicated, focused person who is not afraid of change.”

— Ann Stapleton