

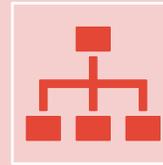
WHY CULTURE EATS STRATEGY FOR BREAKFAST



What is Culture?



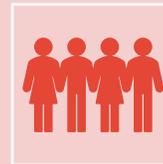
How people consistently behave in a company or part of a company, towards each other, and towards customers & other stakeholders



The real most consistent values and practices of a company: what employees do – from day to day actions, material decisions and how these are reinforced formally and informally



How a company is perceived both internally and externally



Everyone can create and influence culture

Why is Culture so important?

Culture drives employee engagement and motivation.

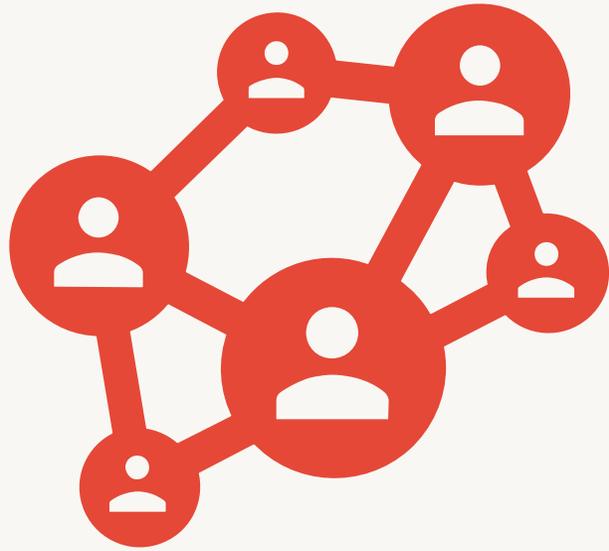
Culture ensures consistent decision-making.

Culture fosters innovation and adaptability, including on strategy, on a positive loop.

Ideally culture helps to drive strategy, and is the ultimate weapon in executing that strategy

Strategy doesn't get executed well, particularly over the medium & longer term, without good culture

Can be critical competitive advantage, particularly a process oriented service industry



**What are the building
blocks of great
culture?**

Articulating values – but keeping it real on aspirational values & behavior

- Most great company cultures have high transparency & strong feedback loops across all levels; starting with how culture is talked about and articulated
- In the best companies, the defined values should mostly reflect what the company is well known for
- Leaders especially must embody what's written in the values. In many companies they are just words on a wall: “Caring”? “Respect”? “Flat”? “DEI” “ESG”
- In Digi Infra businesses, values/culture can be framed in part in language that responds to common B2B service & delivery dilemmas that employees face or process innovation eg “At GCX, when customers ask for urgent restoration after a cable cut, we ...”;
- Authenticity, accuracy, reachable aspirations – more important than originality
- When it goes wrong ... eg McKinsey
- Criticality of articulation and cultural alignment/integration in M & A

Formal people management practices: Disciplinary, Recruitment & Retention



- Consistency in recruitment of talent that can buy in to values & purpose = coherent culture
- Peer/team interviews, can push number of interviews up to well over 10+
- Cultural fit = less turnover
- Not inconsistent with diversity!
- How is success celebrated & rewarded & what successes?

Places shape culture & impact values & behavior:

1. Offices:

- Open plan, bullpen & open collaboration spaces
- Old school: “Mad Men” & “The Office”
- Intentional decisions about the environment.

2. City/Regional Hubs eg Tech in Silicon Valley, Financial Services in London, Entertainment in LA

3. Country versus Corporate culture

- Global MNC’s – leading with global corporate culture? – or compromising for country culture? What abt on LGBTI & DEI?
- How does country culture influence corporate culture and vice versa?
- MNCs with cross border businesses (eg global voice & data) versus stand alone in country businesses (eg mobiles).



Shaping a Historical Narrative:

- Formal/Informal
- Keeping the storytelling real & consistent over time

Purpose & Vision

- “We sell bandwidth on many routes”

OR

- *Facilitator of global trade*
- *Connecting countries & companies*
- *Subsea Uniting Nations: communication between countries*
- *Lifting the productivity of countries*