

## EXECUTIVE DEVELOPMENT PROGRAM

APRIL 23, 2015

1 P.M.–4:30 P.M. (HALF DAY)

**PUBLIC \$995 (FULL DAY), \$598 (HALF DAY)**

**UD ALUMNI \$945 (FULL DAY), \$598 (HALF DAY)**

**PARTNER \$897 (FULL DAY), \$598 (HALF DAY)**

# CULTURE EATS STRATEGY FOR LUNCH: THE SECRET OF EXTRAORDINARY RESULTS

Looming between the strategy and the outcomes desired is the organization: roughly defined by people, management and structure. Of these three components, structure is the easiest to change – and that alone explains corporations' fondness for reorganization and process improvement. Restructuring certainly does create change, but often the end results are not entirely predictable. Rather than closing the gap, structure and process change often create a larger gap in terms of business results. The real gain relative to the "strategy gap" can only be overcome by changing the way people work, individually and collectively. People and managers are the building blocks of culture.

Inspired by a quip attributed to management guru Peter Drucker, "Culture Eats Strategy for Breakfast," this program is about turning culture into competitive advantage. Culture isn't the enemy of strategy and performance, but an equal player in the game, not to be underestimated or overlooked. Culture Eats Strategy for Lunch is for everyone trying to work within a culture to make something happen. Each of us moves daily through a myriad of cultures, from neighborhood to organization, school and church. And it is our connection to those cultures which either inspires the best within us or reduces us to average.

This latest research follows in the tradition of *First, Break All the Rules* in that the secrets come from the study of high-performing organizations, where culture drives results. Effective culture is like a six-lane suspension bridge, and poor culture is like a swinging bridge strung together with fraying rope. The program will outline the practices of extraordinary cultures and their uninspiring counterparts. The qualities that make a culture excellent are about 80 percent generic and 20 percent unique. Competitive advantage results from the 20 percent that slam-dunks the brand promise to the customer.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Identify practices and processes of a BridgeCulture to connect people to purpose.
- Maximize the full potential of your workforce to achieve extraordinary results.
- Recognize factors that get in the way of building the type of culture that can give your organization a competitive advantage.



**Curt Coffman**

*Curt Coffman consults and presents to Fortune 100 and 500 companies, and his work spans the Western Hemisphere, Europe, Asia and the Middle East. A New York Times best-selling author, researcher, business scientist, consultant to the University of Denver and Fortune 100 and 500 organizations, and MBA and Executive Fellow at the Daniels College of Business at the University of Denver, Coffman has invested more than 30 years in the science of high-performance cultures. An insightful and completely engaging speaker, Coffman has presented to thousands of groups on the topic of great cultures and their organizational growth and engaged customers.*

*Coffman virtually created the engagement movement and is currently changing the way organizations think about their culture, their managers and their business results. His mission is to help organizations and their leaders, managers and associates to create more engaging and productive workplaces to secure the loyalty and growth of their customers and business. As senior partner and chief science officer of the Coffman Organization, Coffman has studied hundreds of organizations and millions of employees and customers. He was formerly the global practice leader for employee and customer engagement at Gallup for 22 years.*

*His work launched a new era in employee and management development with *First, Break All the Rules: What the World's Greatest Managers do Differently*, one of the best-selling management books of all time. He followed that up with another best-selling book, *Follow This Path: How the World's Greatest Organizations Drive Growth by Unleashing Human Potential*. His new book (co-authored with Dr. Kathie Sorensen) is *Culture Eats Strategy for Lunch: The Secret of Extraordinary Results*.*