# Culture & Vision

- Culture/Vision is how a company operates
- Culture/Vision should promote Freedom, Responsibility and Self Discipline Instead of Hierarchical, Command & Control.
- The goal of our management framework is that everyone knows the right thing to do and is motivated to do it, without explicit direction or overly detailed rules.
- Responsible People thrive on Freedom and are worthy of freedom
- Hierarchical Command & Control is antiquated, promotes feeling of distrust and resentment, and does not produce long term results.
- Lack of freedom shrinks Talent Density. Best people leave. People want to be lead and inspired, not managed.
- Culture/Vision must support People and Excellent Execution instead of process adherence.

    Requires a shared Point of View. What are the few major things a company believes in and is known for? Great Tenured People, Best in class work environment, Outstanding, Unique Food and Hospitality, resulting in growing Sales and Profitability over time.
- When a workplace Culture of respect and trust is promoted, people share ideas, and seek out best knowledge to solve problems. As Koch says, "Truth gets Results". Environment exists that lead to discovery and better ways of doing things, best practices. Hierarchical, command and control stifles people and long-term performance.
- Decision Making can't be hierarchical. Authority levels delegated to those that have the best knowledge. Those that have personal knowledge rather than conceptual knowledge. Example is that people in the restaurant have the best knowledge to determine pay rates for employees, who gets employee meals and when, comps to make guest happy or comps to surprise and delight the guest. "Act in Companies best interest" should drive decisions. However, like Free Speech, there are limitations.
- OUTCOME we are looking for is: The Right Culture & Vision, a shared "Point of View" that Koch says will bring about, "Spontaneous Order that produces its own miracles". Success in a business should ultimately be defined as continuous growth in Revenue, Profit, Talent Density at the unit level with a best in class working environment and has a positive impact on the communities in which we do business.

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# Further Principles

- Ensure everyone is in alignment with Culture and Vision, guiding principles.
- Ambiguity is reality. There are few black and white solutions.
- From Koch, quoting Peter Drucker," There is surely nothing quite so useless a as doing with great efficiency something that should not be done at all."
- From Koch, quoting Einstien,"Not everything that counts can be counted, and not everything that can be counted, counts.
- Given that we tend to work on what we can measure, measuring the wrong things leads to waste and value destruction.
- Cost cutting for its own sake is often just as short sighted as over spending and can seriously damage future profitability.
- We can't squander our resources by having valuable talent micro managing low impact expenses and non-essential things.
- "Continuous improvement " should be replaced with "Creative Destruction" which means finding new and better ways, making old ways obsolete, which ultimately leads to better results, maximizing value and growth.
- Knowledge is information that is profitably used to improve results. Just gathering and sharing information, and having meetings that don't produce results is unprofitable. A major violation of this is meetings, which must insure they create value in excess the opportunity costs of the participants.

MORE:
- What can we do better for you?
- Servant Leader mentality and approach.
- Help people serve people in a way that is not invasive.

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