



# What's the Cost of Your Company's Culture

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CFO / Director of Manufacturing  
**Sur-Seal**

**Sur-Seal®**



# Culture > Strategy

*Culture is not an accident. Form yours in a purposeful way.*

“Culture eats strategy for breakfast, operational excellence for lunch, and everything else for dinner!” – Peter Drucker



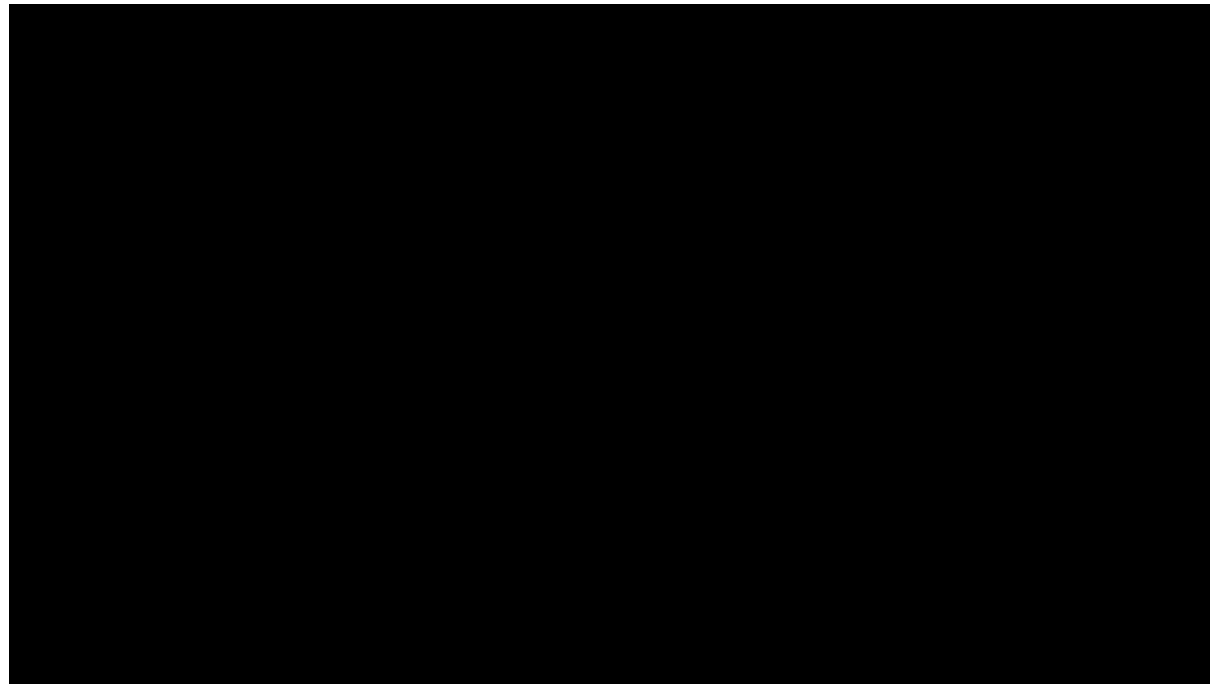
# Agenda

## *# 1: Let's Have Fun Today*

- Who is Sur-Seal
- Committing to the Journey
- Our 5 Challenges
- Our Lessons Learned
- Q&A
- Closing Thought



# Sur-Seal's Culture

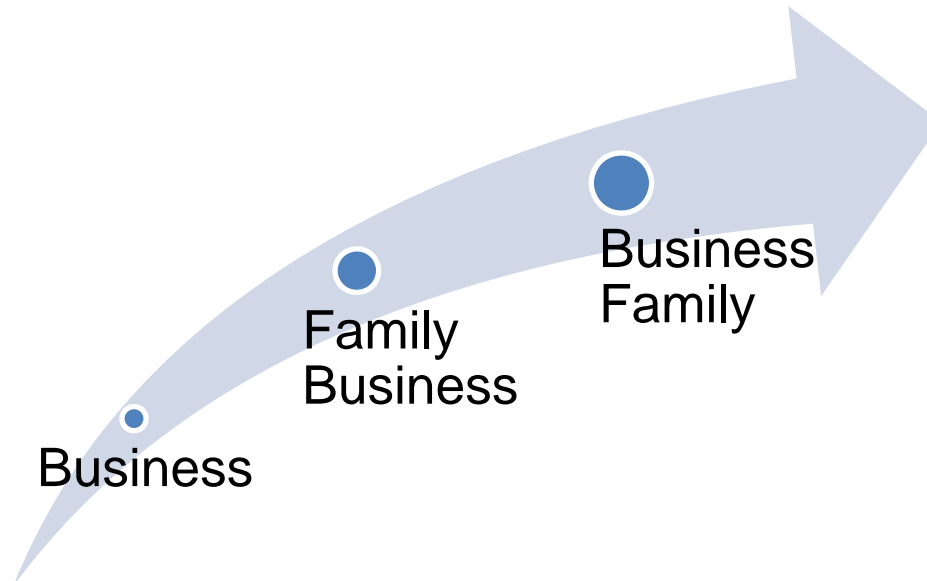


Video by: BrandFlick



# Purpose-driven Excellence

As seen through our Customer's Eyes  
We Partner to Improve their Products  
With Innovative Solutions from *Passionate People*





# America's Company Culture

**7 out of 8 people in the U.S. workforce feel the company they work for doesn't care about them**

**130 million people**

*\*From Bob Chapman, Barry Wehmiller*



# Company Culture Parody – *Office Space*, 1999





# 8 Bosses – *Office Space*, 1999

"It's a Problem of Motivation"



# Company Culture Parody – *Office Space*, 1999

Company Culture Gone Wrong

Inspired by the Movie:  
*Office Space*



# Commit to Investing in Engagement

\*\$ Spend above and beyond classic benefits/compensation

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
"Engagement \$"	\$683K	\$711K	\$895K	\$895K
Per Person \$	\$4.3K	\$5.0K	\$5.7K	\$5.1K

## Since 2012:

Headcount +10%

Sales + 44%

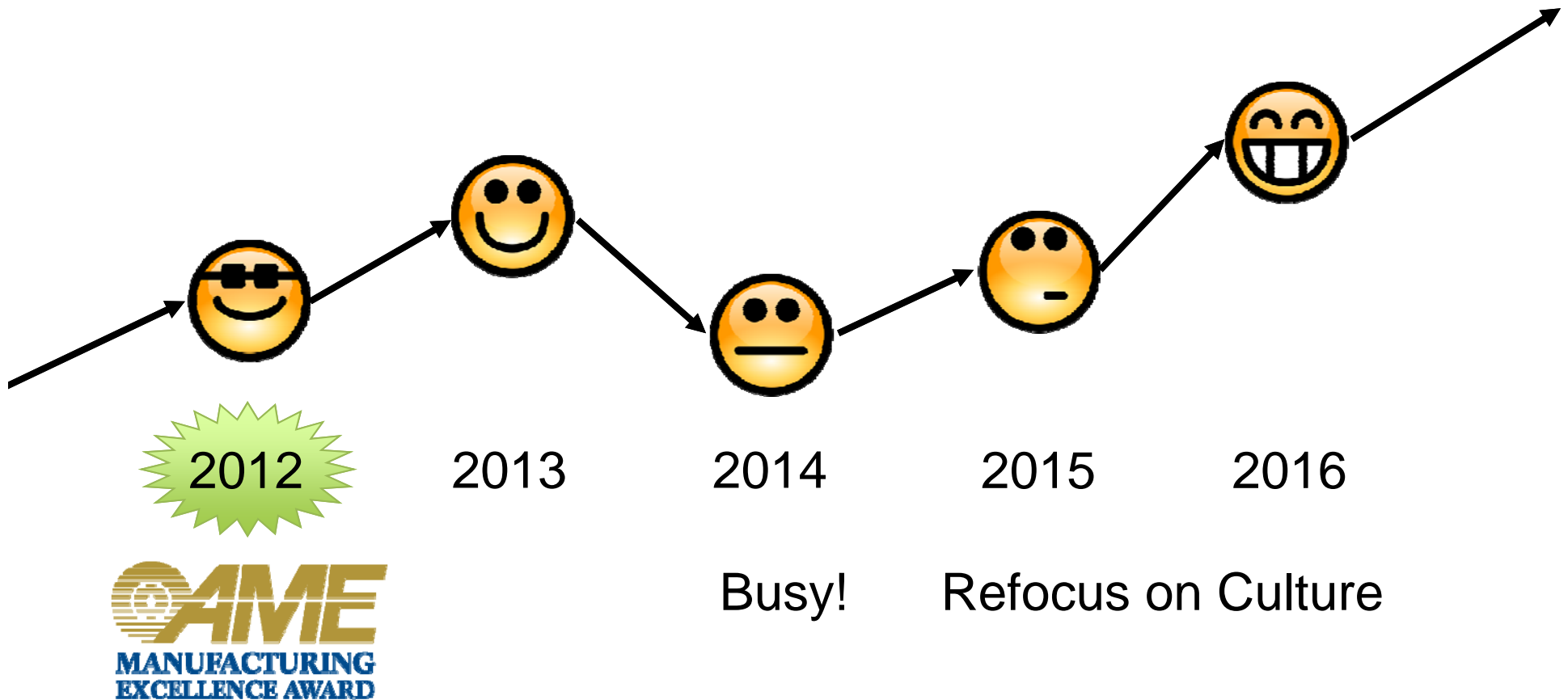
Profitability + 35%

Workers Comp. - 89%





# Sur-Seal's Culture Journey





# Sur-Seal's Culture Journey

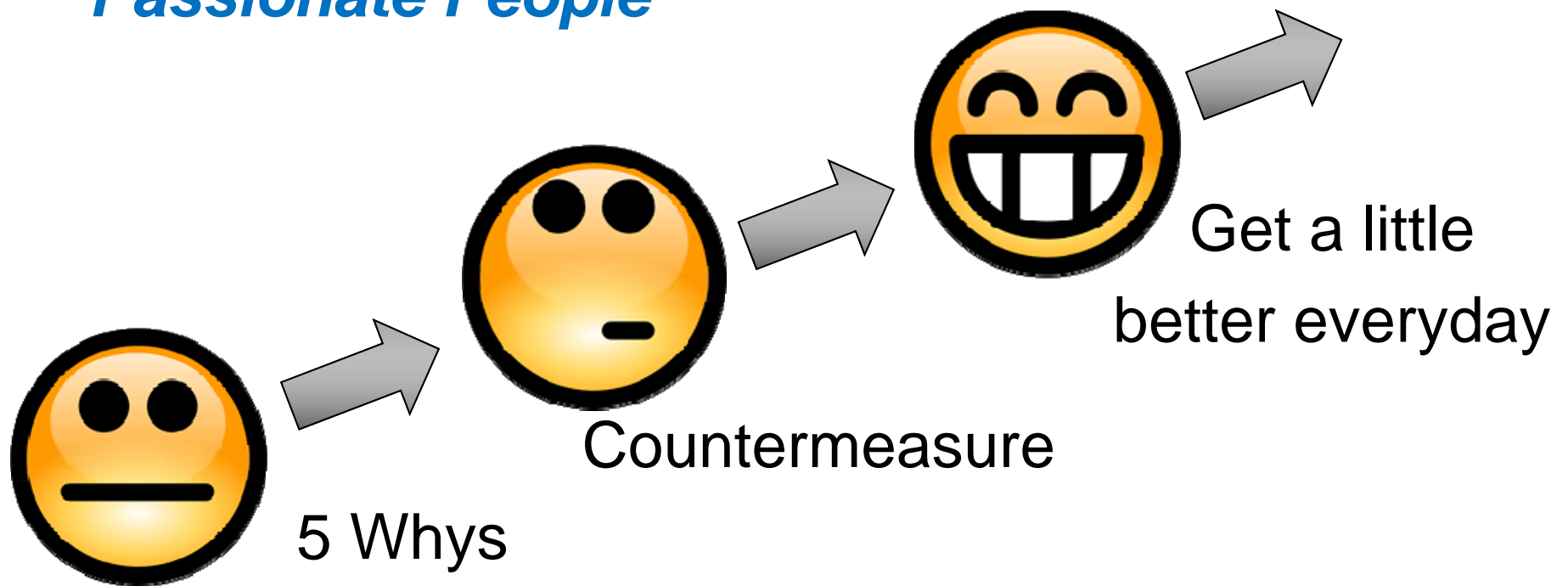
## Challenges we have faced in this journey:

1. People not living or knowing the values
2. Getting leaders to buy-in on culture
3. Misunderstanding on why decisions are made
4. People not engaged and taking ownership of their work
5. Being busy took our focus away from the human element



# Apply 5 Whys to Challenges

*Purpose Driven-Excellence:  
Passionate People*





# Challenge 1: Live the Values

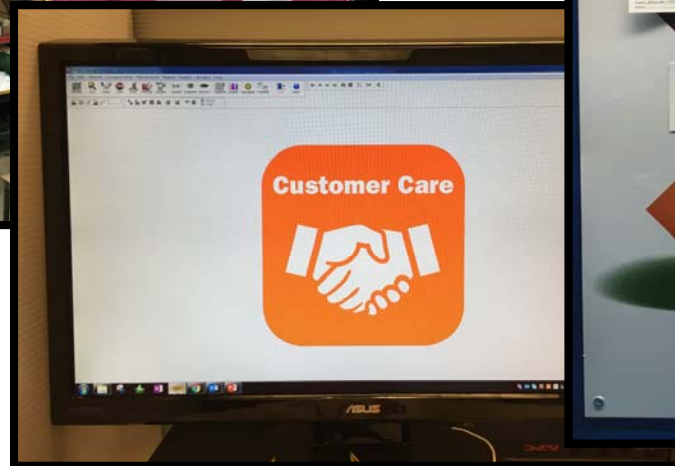
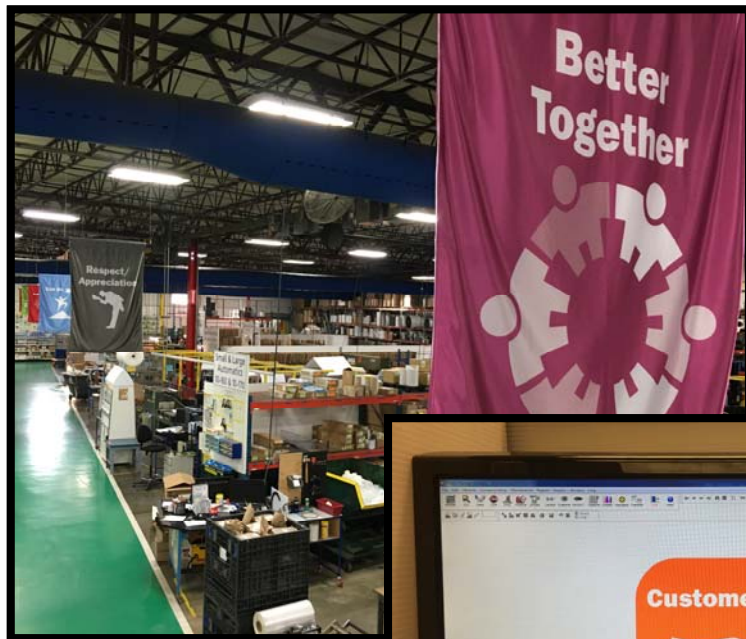
Sur-Seal's six unwavering values:





# Challenge 1: Live the Values

Posted values everywhere and created a Living the Values program.





# Challenge 2: Leaders Buy-In *Office Space*, 1999

Tony's TPS Reports

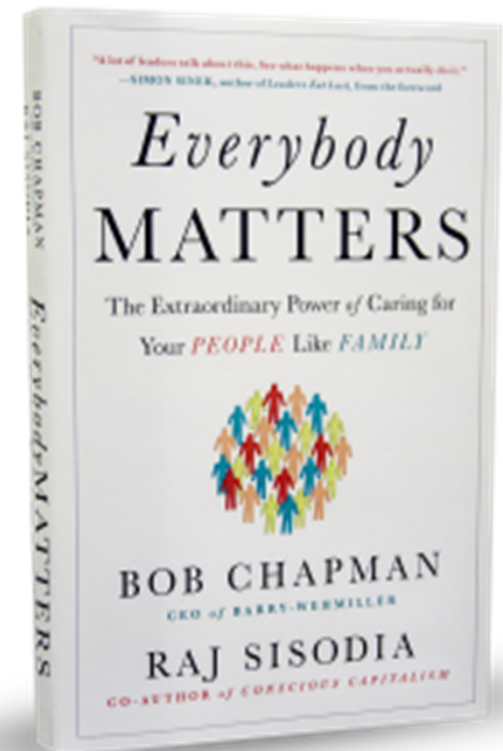
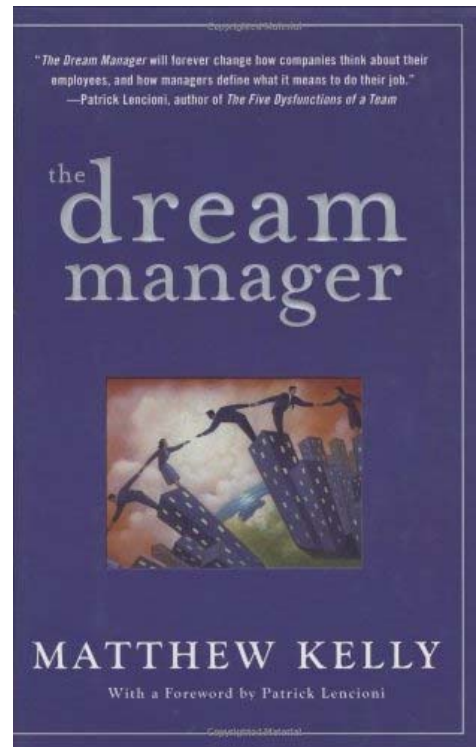
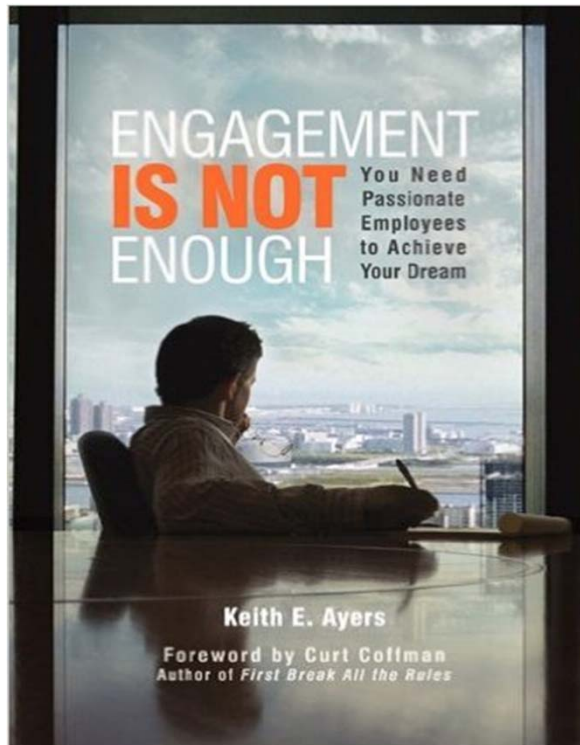


Inspired by the Movie:  
Office Space



# Challenge 2: Leaders Buy-In

Created transformational book club groups to change thinking:





# Challenge 2: Leaders Buy-In AME Trip Essay Contest



*"I have watched this company change over the past two years and cannot wait to see what the future holds for it, and I want to be a part of that."*



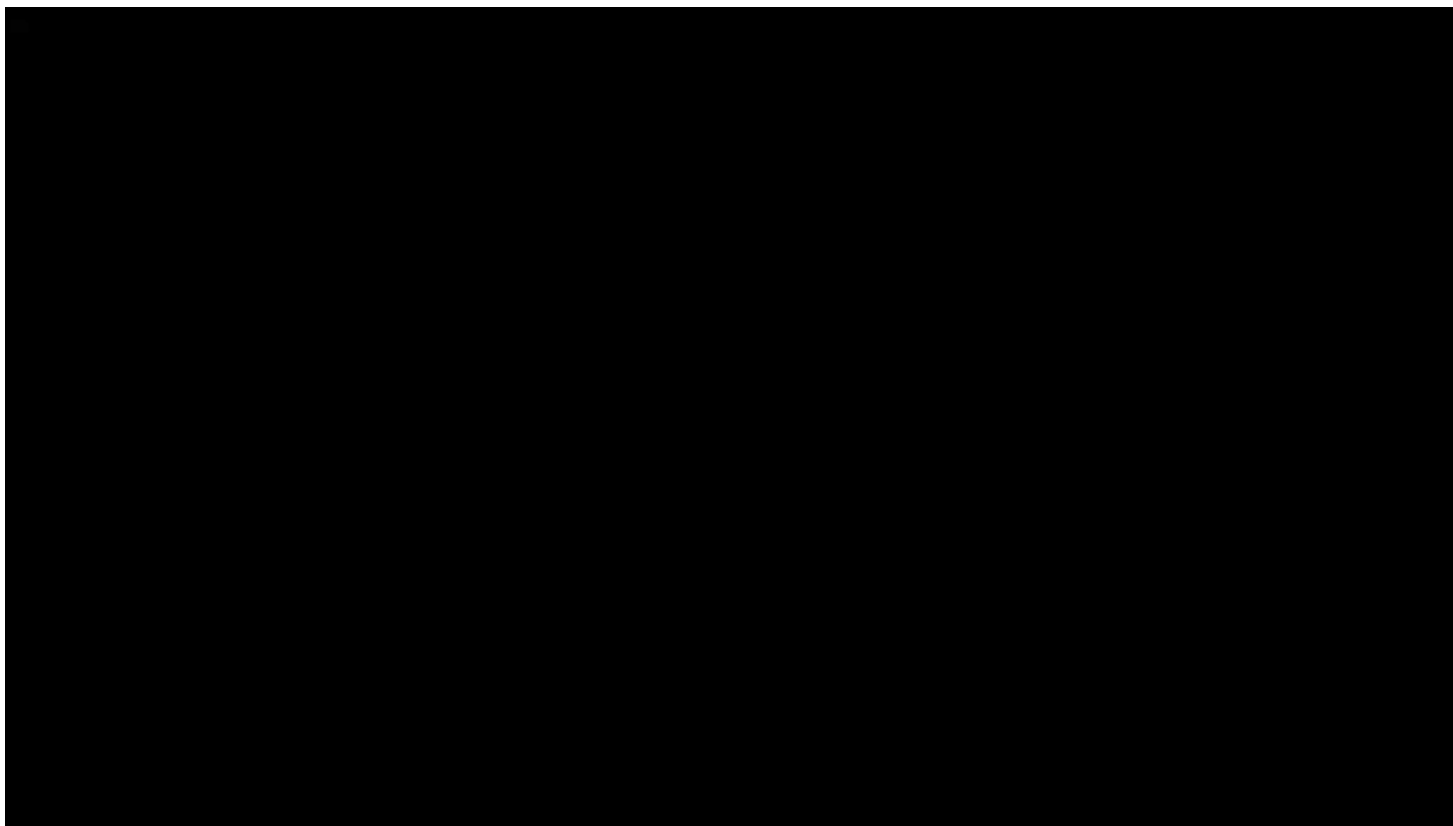
# Challenge 3: Understanding Company Decisions

“Every new penny creates a new opportunity.”





# Challenge 4: Own Your Work





# Challenge 5: Losing Focus

- Associate led culture team promoting 6 core values
- Quarterly budget (\$3,000)
- Team creates events and programs – spread the word



Example: Customer Care Selfie Contest



# Lessons Learned

- Not caring is costly
- Started with 20% of workforce as 'temporary'
- Limit your list of ideas to the most impactful and sustain them
- Words matter (~~Supervisor~~, ~~Boss~~)
- Make cultural fit your #1 goal in recruiting and interviewing
- Be patient, this takes time and the journey never ends



# Sur-Seal's Next Steps

- Sustain our big wins and our culture team
- Focus on leadership living the culture
  - Create a Guiding Principles of Leadership (read Everybody Matters)
- Develop leaders and promote from within to preserve our culture



# Purpose-driven Excellence

Culture is the result of leadership choices.

Excellent company cultures are **purpose-driven**.



# Q & A





# Closing Thought

“If you think you are too busy to give time and energy to your people, then they’re too busy to give time and energy to you. It is a balanced equation.”

-Simon Sinek



# Thank You!

**Your opinion is important to us!**  
Please take a moment to complete the  
survey using the conference mobile app.

**Session:**  
**What's the Cost of Your Company's Culture?**

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