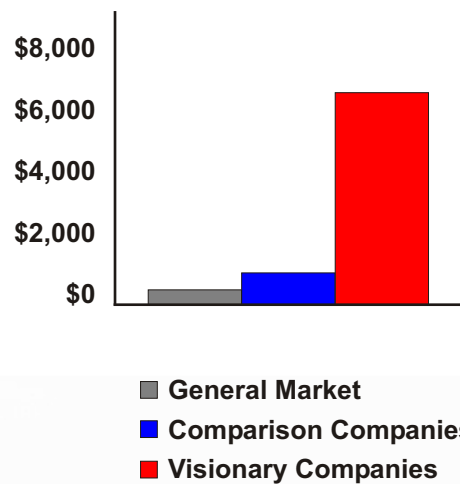


Other Research

Visionary Companies

In "Built to Last", Jim Collins and Jerry Porras identified that companies who concentrated on building strong corporate cultures over a period of decades outperformed companies that did not by a factor of 6, and outperformed the general stock market by a factor of 15.



Strong Adaptive Culture

In their book, "Corporate Culture and Performance", John Kotter and James Heskett of Harvard Business School, tell of their four year study of 9 - 10 firms in each of 20 industries. They found that firms with a strong adaptive culture based on shared values, outperformed firms with rigid or weak cultures by a significant margin;

- ▶ Revenue grew more than four times faster
- ▶ Rate of job creation was seven times higher
- ▶ The stock price grew twelve times faster
- ▶ The profit performance was 750 percent higher

Other Research

Visionary Companies

Attracting and Keeping Talent

In the McKinsey report "The War for Talent", it was found that the percentage of 200 top executives in 77 major companies rating factor as absolutely essential:

- ▶ Culture and Values 58%
- ▶ Freedom and Autonomy 56%
- ▶ Exciting Challenges 51%
- ▶ Well Managed 50%

The Value of Culture and Leadership

In their book "Primal Leadership", Daniel Goleman, Richard Boyatzis, and Annie McKee found the following;

- ▶ **70% of the variance in Organizational Culture can be accounted for by Leadership and Management styles**
- ▶ **28% of the variance in Revenue and Profit can be explained by differences in Corporate Culture**

Showing that bottom-line results are significantly affected by leadership and management styles, which in turn impacts corporate culture.