



Building Successful Business Teams by Aligning Brand and Culture

When we **Align**

Brand

Culture

the way we do our
work

with

our passion for the
work we do

we become

Excellent.

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Brand

the way we do our work

The tools and methods we use, the traditions we trust and follow, our signature language, images, even our clothing, facial expressions, and gestures - all of our Team's characteristic hallmarks as we're doing our best work

Culture

our passion for the work we do

The values we share, the strengths and virtues that make us proud members of a great Team, the positive feelings we derive from keeping all our promises and reaching all our goals

Brand and Culture can be measured, managed – and *Aligned*.

Crowdsource vivid Brand Identity insights for your organization in as little as 15 minutes to win the support of key stakeholders, loyalty from the community you serve, and to attract new members, clients, partners, investors and benefactors

Develop an actionable “best practice” code of conduct for your people in just a few hours promotes open communication, willing collaboration, and fearless innovation to create a consistently excellent customer and employee experience



Request
a quote

Four Traditional Challenges to Building Successful Business Teams

“Everyone seems to be working really hard around here, but nothing’s getting done – and *nothing ever changes.*”

“Our ‘right hand’ doesn’t seem to know what our ‘left hand’ is doing.”

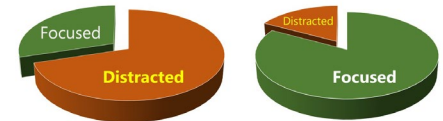
“We spend a lot more time fighting for our personal positions *within* our company than working together to get things done *for* the company.”

“We need to learn to ‘walk our talk’ by aligning the way we do our work with the marketing messages we send to the outside world.”

According to the Bureau of Labor Statistics, the average American spends 8.8 hours at work every day. Yet a study of nearly 2,000 full-time office workers revealed that most people spend less than 3 hours (according to one study, only 2 hours 23 minutes) each day doing actual work.^{1,2}

Among survey respondents, the most common unproductive activities were:

- Reading news websites--1 hour, 5 minutes
- Checking social media--44 minutes
- Discussing non-work-related things with co-workers--40 minutes
- Searching for new jobs--26 minutes
- Taking breaks--23 minutes
- Making calls to partners or friends--18 minutes
- Making hot drinks--17 minutes
- Texting or instant messaging--14 minutes
- Eating snacks--8 minutes
- Making food in office--7 minutes



Silo mentality is marked by a reluctance to share information with employees of different teams within the same organization. Silo thinking reduces an organization's efficiency and, at worst, destroys corporate culture.³ Silos in the workplace can have far-reaching adverse effects, from hurting employee morale to negatively impacting your company's bottom line:

- Redundant work
- Misaligned priorities
- Missed opportunities for collaboration

From whispering gossip at the water cooler to evading personal contact by way of email, today's workplace offers countless opportunities for **passive-aggressive behavior**.⁴ Passive-aggressive employees covertly disrupt office morale and corporate productivity by chronically:

- Avoiding responsibility for tasks.
- Doing less when asked for more.
- Missing deadlines.
- Withholding important information.
- Going over a boss' head to make him or her appear incompetent or unresponsive.
- Leaving notes or using e-mail to avoid face-to-face confrontation.
- Complaining about office policies and procedures.
- Arriving late.
- Extending their lunch break.
- "Forgetting" or "misplacing" important documents.
- Resisting suggestions for change or improvement.
- Procrastinating.
- Calling out coworkers in public settings, such as meetings or during presentations.

Most businesses treat sales and marketing as separate entities, but they're two sides of the same coin. By Aligning your sales and marketing Teams, you can reduce friction and encourage growth, get better insights, improve customer satisfaction, all while making your employees happier and more engaged in their work.⁴

References:

1. <https://www.inc.com/melanie-curtin/in-an-8-hour-day-the-average-worker-is-productive-for-this-many-hours.html>
2. <https://medium.com/swlh/what-we-learned-about-productivity-from-analyzing-225-million-hours-of-working-time-in-2017-7c2a1062d41d>
3. <https://www.forbes.com/sites/brentgleeson/2013/10/02/the-silo-mentality-how-to-break-down-the-barriers/#8cc80378c7e9>
4. <https://www.inc.com/young-entrepreneur-council/how-to-bridge-gap-between-marketing-sales.html>

One Groundbreaking Solution: Brand and Culture Alignment

Benefits of Brand and Culture Alignment

- **Increases average time on task** from less than three hours per day to more than six hours.
- **Accelerates results** by shifting individual contributors from self-focused to goal-focused.
- **Doubles employee engagement** by promoting open communication, willing collaboration, and fearless innovation.

Following the initial development of our Brand and Culture Alignment Toolkit technology (BCAT) in 2014, we studied 620 people in 64 different organizations – commercial and not-for-profit, media, manufacturing, and professional service delivery – to confirm that programs like ours can improve Team effectiveness.

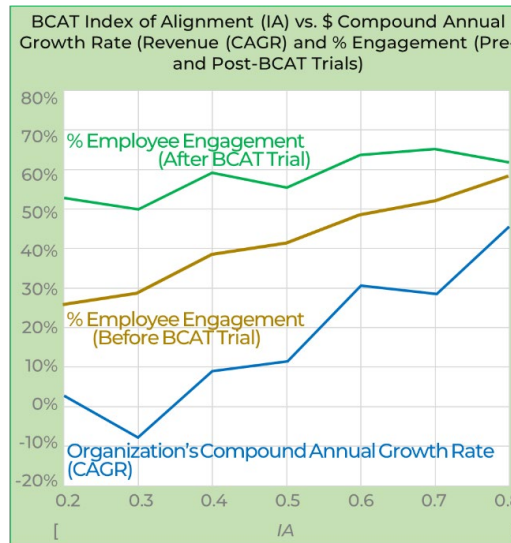
Specifically, we investigated the effects of our program on two Key Performance Indicators, employee engagement and compound annual growth rates:

My team and I were very pleased with this unique team-building experience.

Compared to other similar exercises this process was simple and very straightforward. The results were easy to understand and I believe provided a clear path to improved team performance.

- EVP, Major Accounts, AT&T

Five years of research with over 6000 survey participants in more than 400 organizations of all kinds and sizes



Participating organizations consistently scored higher post-trial in employee engagement, as measured by Gallup's Q12 survey, in many cases by 100% or more.

Employee engagement: before and 90-to-180 days after each trial BCAT program, we used Gallup's Q12 survey¹ to measure the percentage of participants in each trial group who were engaged or very engaged in their work, which, in turn, measurably improve several Key Performance Indicators:

- | | | |
|-----------------------|------------------------|-------------------------------|
| ↑10% Customer ratings | ↓41% Safety incidents | ↓41% Patient safety incidents |
| ↑22% Profitability | ↓28% Shrinkage (theft) | ↓41% Quality issues (defects) |
| ↓60% Turnover | ↓37% Absenteeism | ↓28% Employee productivity |

Reference:

1. <https://q12.gallup.com/Public/en-us/Features>

Request a quote

Practical Benefits of Aligning Brand and Culture



AT&T



For Sales and Marketing Professionals and NFP Fundraisers

- Deeply connects you with all the people you serve
- Closely aligns an organization's internal and external Brand communication
- Brings your organization's unique Brand Identity to life and turns it into a competitive advantage
- Binds existing and compels new business to your organization's Brand promise
- Informs more impactful advertising, social media, and go-to-market campaign strategy

For HR, Talent Management, and Organizational Development Professionals

- Helps attract, retain, engage, and develop your people
- Significantly boosts employee engagement
- Inspires continuous self-improvement at all levels within the organization
- Fosters open communication, willing collaboration, and fearless innovation
- Turns workplace misfits into stand-out heroes
- Helps shift workplace behavior from negative to positive by breaking down silos and overcoming passive aggression

For Teams of Any Size

- From 2 to 50 or more members
- Scalable for small to Fortune-ranked businesses
- Departments and divisions within large companies
- Leadership teams
- PMOs, project teams
- Executive and advisory boards

For Teams of Any Size

- For- and Not-for-Profit organizations
- Manufacturing and distribution
- Professional services
- Retail, Hospitality
- Health Care, Education, Research, Entertainment, Enforcement, Compliance, ... any Industry

The Breakthrough that Powers Brand and Culture Alignment

Our operant definition of Alignment is based on this groundbreaking core principle:

At the heart of every truly effective Team (group, department, division, partnership, company or enterprise), there exists an ideal Role Model (we call this a Role Target) that represents their members' collective Best Self living their Best Day at work..

Is everyone on your Team¹ rowing in the same direction?

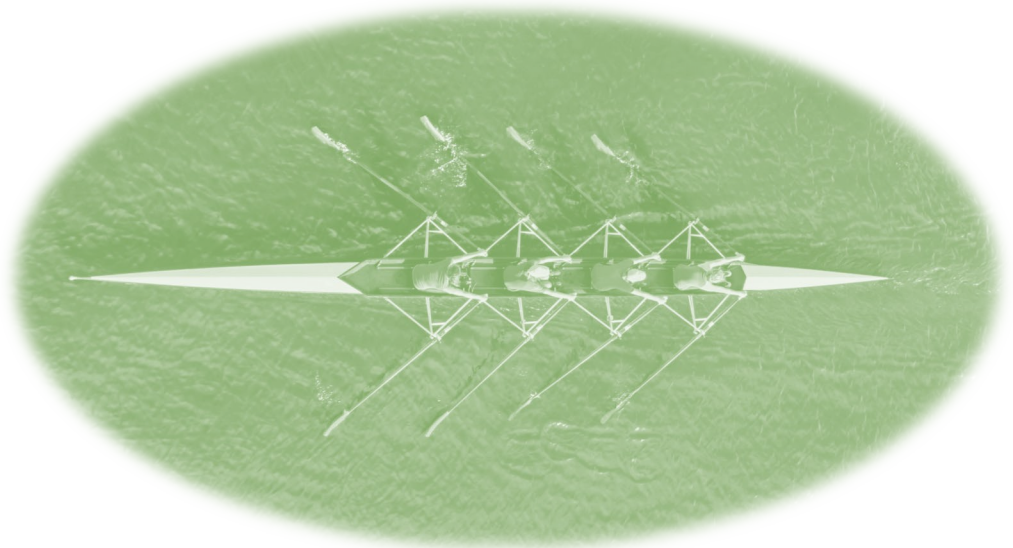
For the last 25 years, beginning in the 1990's with the research of pioneers in executive psychology like D C. Hambrick,^{1,2} our understanding of what makes an effective Team has evolved around two key attributes:

- **Behavioral integration**, characterized by collaborative policy- and decision-making followed up with concerted and purposeful executive action, and
- **Behavioral complexity**, characterized by mutually supportive yet constructively challenging critical thinking. ("The test of a first-rate intelligence is the ability to hold two opposed ideas in mind at the same time and still retain the ability to function." – FS Fitzgerald)

The members of a great Team don't just agree with each other. They commit themselves, both cognitively and emotionally, to keeping the promises (the **Brand**) and embracing the values (the **Culture**) of the organization they serve.

We call this optimal (and all-too-rare) collaborative management style **Brand and Culture Alignment**, and, based on our research,

- Brand and Culture Alignment can be measured and managed; and
- Brand and Culture Alignment correlates with organizational growth.



References:

1. Team: any group of people, from 2 to hundreds or more, working together in service to a common purpose. A Team can be a small two-person partnership, a unit, department, or division of a large company, or an entire Enterprise.
2. Hambrick, D. C. (1994). Top management groups: A conceptual integration and reconsideration of the 'team' label. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (pp. 171–214). Greenwich, Connecticut: JAI Press.
3. Hambrick, D. C. (1998). Corporate coherence and the top management team. In D. C. Hambrick, D. A. Nadler, & M. L. Tushman (Eds.), *Navigating change: How CEOs, top teams, and boards steer transformation* (pp. 123–140). Boston, MA: Harvard Business School Press.

Positive Transformation in a Matter of Hours, Not Weeks or Months

BCAT is an accelerated, efficient, and highly effective team-building process that yields positive, measurable results in three steps.

Step 1 (15 minutes)



We survey your Team to calculate your **Consonance Score**.

“Visualize your entire Team as though it were a single person, doing its Best Work on its Best Day to keep all of its promises and achieve all of its goals.”

Taken online by your Team’s leaders and stakeholders, on any desktop, tablet, or mobile device, the **BCAT Survey Instrument** captures and analyzes everyone’s perception of their shared Brand and Culture and plots them on the BCAT Standard Model of Brand and Culture.

Step 2 (2-hour meeting)



We determine your Team’s **Resonance Score**.

Your Team’s leaders, selected stakeholders, and survey participants review and discuss your results, and, within a few hours, we arrive at your Team’s Role Target: a profile of their signature Brand Identity and an inventory of their Culture’s shared values.

Step 3 (half-day workshop)



Define and align with your Team’s collective **Best Self**

Based on their team’s Brand profile and Culture values and norms. BCAT Personal Alignment Plans inspire and guide all participants to *self-align* and *self-improve* to better serve their team’s mission.

Virtual or in-person delivery
for organizations with offices and
employees located anywhere in the world.

1
“Are we all singing from the same sheet of music?”

2
“Is the sound we’re making music to the ears of the community we serve?”

3
“How can we apply these insights to do our best work, keep all of our promises, and achieve all of our goals every single day?”

Building Successful Business Teams by Aligning Brand and Culture

For Teams of any kind or size, regardless of mission, both for-profit and not-for-profit

Improves performance, enhances morale, boosts engagement and productivity, and measurably accelerates business results

Fosters positive morale by promoting open communication, willing collaboration, and fearless Innovation,

Efficient, effective, and budget-friendly, works in a matter of *hours* rather than weeks or months.



Become a BCAT Certified Practitioner

Learn how to use BCAT to Align and Inspire positive transformation within your organization.

Partner with us! Incorporate BCAT into your portfolio of client services.

Request
a quote

How many people on your Team?

Your e-mail address:

Your phone number (optional):

I'm interested in becoming a
BCAT Certified Practitioner.

Submit

Response form requires Adobe Acrobat/Reader.
Don't have it? Reach out via the contact info below.



**Brand and Culture
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