

Creating Commitment in an Organization

Paul Short

Entrepreneur in Residence,
The Verge Fund

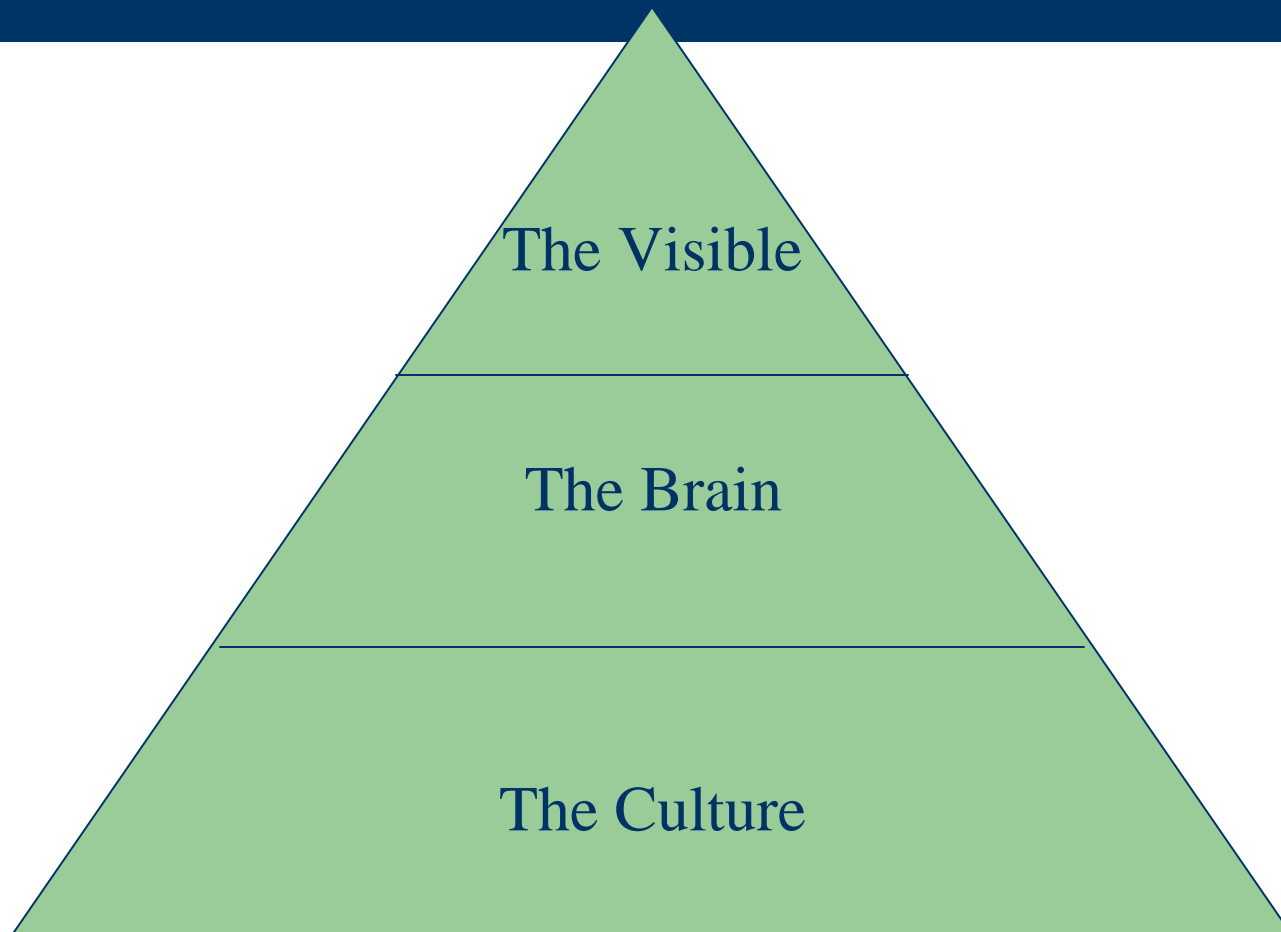
Founder, Innovasic Semiconductor







Organization Pyramid



The Visible

- Product or Service
- Dollars
- Infrastructure
 - Building
 - Phones
 - Factory
- Org Chart

The Brain

- Corporate Memory
- Methods
- Trade Secrets
- Strategy

- Distributed
- Informal

Culture

- The Values, Standards, Beliefs, and Methods that guide Behavior in the workplace



30% to 80% of effort expended
in an organization is:

POLITICS

Politics

- The Use of Intrigue or Guile to obtain personal benefit or position of power
- Zero-Sum Behavior

An Political Culture

- Fearful
- Risk Averse
- Cynical
- Knowledge Hoarded
- Hierarchical Communication
- Results Secondary

- Whole < Sum of Parts

A non-political Culture

- Dynamic
 - Effective
 - Productive
 - Fun
 - Committed
-
- Whole > Sum of Parts

Ego

- **Political behavior = personal gain**
- **Driven by Ego**
- **Key : Subordinate Egos**

Overcoming Ego

- Humans Need Meaning
- Meaning allows subordination of Ego
- Meaningful work => Commitment

Commitment

- Obligation; binding promise; arising out of a sense of **desire**, duty, custom, or law.



Cause



Central Organizing Principle that
gives Meaning to Work

Causes

- Macintosh
 - Freedom from the tyranny of Sameness
- Whole Foods
 - Whole Foods, Whole People, Whole Planet
- The Old IBM
 - Respect for the Individual
- Harley-Davidson
 - Adventure, Freedom, Individuality
- Linux
 - Free Software, Free Information

Define Your Cause

- What is your Passion?
- Why are you starting a business?
- What are you trying to accomplish?
- What is this about?

Bigger is Better

- Involve Management
- Employees
- Customers
- Suppliers
- Investors
- Media

What Won't Work



Design Your Culture

- Part of Strategic Planning
- Goals
- Values
- Behaviors and Codes

Behaviors

- Communication Style
- Decision Making
- Dress
- Extra-curricular



Payday



We are Ladies and Gentlemen serving
Ladies and Gentlemen

Innovasic Philosophy

- We strive to...
- Make and Keep Our Commitments
- Take Responsibility
- Respect, Honor and Trust (our selves and others)
- Be an Example
- Have Fun
- Participate
- Challenge Assumptions
- Support Decisions once they have been made

Support Your Cause

- Keep it Simple
- Make it Public
- Use it to Hire
- Refine and Revisit
- Align People and Cause
 - Work to your Strengths
 - Help People in Self-Discovery

The Biggest Contributor

- You
- It's not what you SAY
- It's what you DO
- It's how you ACT
- It's who you ARE
- You must come from a place of integrity.