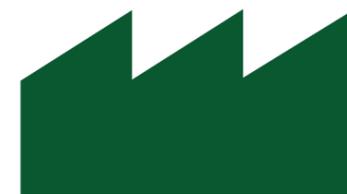


Culture Code

A guide for the way of life at Gemba Academy



Gemba
ACADEMY

Improvement Learning, Improved.

What is culture?

A set of shared attitudes, values, goals, and practices that characterize an organization.

Culture is to recruiting as product is to marketing.

Customers are more easily attracted with
a great product.

Talent is more easily attracted with
a great culture.

Culture happens!

Whether we put thought or purpose behind it.

Why not create a culture that we are passionate about?

We are passionate about...

- ***Respect for people***
- Leadership
- Humility
- Aptitude to learn
- Continuous Improvement
- Creating value for the customer

Respect for people...

Plainly said, we value what people bring to the table!

We foster independence

We promote a learning environment

We believe in transparency

We are open, honest and respectful in our interactions

Independence

Is essential in our virtual environment

Independence

- We strive for context; not control.
- We empower employees to learn, collaborate and make decisions.
- We believe people innately want to do good – and we trust our employees to make sound decisions.

To help guide these decisions we have a general policy...

General Policy

USE GOOD JUDGMENT.

What is good judgment?

1. Team > Self
Favor your team over yourself.
2. Company > Team
3. Customer > Company

Transparency

We share what we know because we feel nothing is gained by holding back.

We are proactive in our approach.

-We hold back only when we are required to do so. Example- items covered in NDA's

Power is gained by sharing knowledge; not hoarding it.

We expect you to do the same.

Views on Transparency

Old School

- Information should be kept secret
- Employee vs. Company
- Hoarding knowledge allows you to be the perceived expert and creates a sense of job security
- Thrives on a culture of privacy

New School

- Information is easily accessible and available
- Openness and trust
- Sharing knowledge allows for others to feed off and add to your idea, creating better ideas.
- Thrives on a culture of transparency

Open & honest communication

- We are willing to say what we think even when it won't be popular.
- We only say things about others that we are willing to say to their face.
- We listen and keep an open mind when someone is relaying information - even when we don't like what they are saying.

We are passionate about...

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The first responsibility of a leader is to define reality.

The last is to say thank you.

In between, the leader is a servant.

-Max DePree

Effective Leaders

are not defined by titles; they are defined by behavior.

Leaders demonstrate:

Competence – they know what they are doing.

Character – they do the right thing, even when it's not convenient.

Compassion – they care as much about others as they do about themselves.

Catalyst – they remove obstacles and make things happen.

We are passionate about...

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- Leadership
- ***Humility***
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- Continuous Improvement
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“Humility is not thinking less of yourself, it is thinking of yourself less.”

- C.S. Lewis

Humility is:

- Being self aware and respectful.
- An openness to someone else having an even better idea than you.
- A quiet confidence without the need for an embellished selling of our wares.
- A lack of arrogance, not a lack of aggressiveness in the pursuit of achievement.

- The true measure of a person is how they treat those who can be of absolutely no use to them.

We are passionate about...

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- Leadership
- Humility
- ***Aptitude to learn***
- Continuous Improvement
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Aptitude to learn

The ability to learn faster than your competitors may be the only sustainable competitive advantage.

-Ari De Geus

Change is constant; being adaptable is necessary for success.

We need employees who are curious, who are willing to make mistakes and go out on a limb and ask dumb questions in order to develop new capabilities and new solutions.

We are passionate about...

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- Humility
- Aptitude to learn
- ***Continuous Improvement***
- Creating value for the customer

“Improvement usually means doing something
that we have never done before.”

-Shigeo Shingo

Continuous Improvement

- Our goal is to live and breathe what Gemba Academy aspires to teach the world.
- We create value by continually analyzing and improving our processes and eliminating waste.
- Continuous improvement is characterized by having employees engaged, producing regular improvements, and by being evolutionary rather than revolutionary.

We value and recognize individuals that do the above.

Continuous Improvement is a Mindset

- We do not define our purpose as an activity – this stalls forward thinking
- We define our purpose as a value that we provide to our customers – this allows us to transform, learn and evolve.
- This mindset and style of thinking allows us to create the next innovative wave instead of waiting to ride the one someone created for us.

“We’d rather be failing frequently
than never trying new things.”

-HubSpot couldn’t have said it better so we didn’t try to either.

We are passionate about...

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- Leadership
- Humility
- Aptitude to learn
- Continuous Improvement
- ***Creating value for the customer***

Because of the
Customer we exist.

Creating value for the customer

Webster's definition of value:

-a fair return or equivalent in goods, services, or money for something exchanged.

-relative worth, utility or importance

Value isn't fixed or tangible; it rests in the perceived benefits or in the eye of the beholder.

We are in control of this perception.

We create value by:

Enabling learning for our customers by providing high value content, learning support systems and efficient content access.

We are passionate about...

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Welcome aboard.

We are thrilled to have you join the Gemba Academy team!
We welcome your feedback and discussion.