

A man with glasses and a black suit stands in a room with papers flying around him. He is making a hand gesture with three fingers. The background is a plain wall with several papers pinned to it. The floor is wooden.

Crack the Code:

Stan Slap has a 20-year history as the CEO of companies with as many as 5,000 employees. He is credited with revolutionizing performance for some of the world's biggest companies, and has developed a number of successful management training programs that have been implemented in more than 70 countries.

Don't miss his keynote presentation at the Solutions Summit on May 8.

Corporate Cultures

By Stan Slap, *president of slap*

Three groups will decide the success of your business while you read this sentence: your manager, employee and customer cultures. Within each of these groups there is one problem that has the biggest impact on the enterprise and one solution that is most valuable, coveted and elusive.

I've spent years cracking the code on these problems, and my company's solutions are used in many of the world's highest rated companies – companies that don't include "patience" on their list of corporate values. These solutions are the subjects of my keynotes, too. Some may say I'm simple; I prefer "focused." Focused on the big prize: commitment.

In a manager culture, the key issue is emotional commitment. This is the ultimate trigger for any manager's discretionary effort and is worth more than their financial, intellectual and physical commitment combined. In an employee culture, the key issue is gaining fierce commitment and support for strategic and performance goals. A successful strategy isn't planned well; it's implemented well. You can't sell it outside if you can't sell

it inside.

The ultimate achievement in commitment from a customer culture is when you become branded. Branding is a reaction, not an action – it is a vote of faith from a customer culture and can't be claimed or demanded by a company; it has to be given. To be a successful brand – compelling, competitive, and durable – you must be branded for how you sell, not just what you sell.

That's what I do and what happens when I do it, but it's not why I do it. I'm concerned about making the business case for humanity. My most urgent recommendation to any manager is: Be Human First. A Manager Second. The world has somehow gone insane on our watch. What can you do about it? You can fall back to your own community – not just the one chosen by you outside of the job, but the one assigned to you inside the job.

And in the name of what you know to be right, start by making that world a better place.



Remember – “Whining” isn’t a strategy. “Victim” isn’t a job description. “Everybody else is in trouble, too” isn’t management information.

- » Managers have elaborate excuses to explain why poor performance is rarely their own fault. They quickly assign accountability to various acts of God and major world events.
- » In desperation, managers turn to the media – the one industry that knows even less about management than managers do.
- » The first step to solving any problem is to accept your own accountability for it.
- » Don't spend time validating all the reasons business is down.
- » Excuses are irrelevant; it's the job of management to bring good answers to bad circumstances.
- » A bias for solutions must be modeled by senior management and enforced through every layer of the company.

For more information about Stan Slap and the solutions he provides visit incpas.org/Public/CPE/Summit_Speakers.aspx