

In this quick-read book, you will identify a common source to many organizational challenges and begin to identify and harness the hidden power that is your organizational culture.

Culture - Harnessing the Hidden Power of your Organization

By Darin Hoffmann & Dr. Michael Hattabaugh

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The background of the cover is a blue-toned landscape. It features a wide, flat path or road that recedes into the distance towards a horizon. In the background, there are rolling hills or mountains under a clear sky. The overall color palette is various shades of blue, from light to dark, creating a sense of depth and tranquility.

CULTURE

Harnessing the Hidden Power
in your Organization

DARIN HOFFMANN
& DR. MICHAEL HATTABAUGH

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Print ISBN 978-1-64719-881-7

Ebook ISBN: 978-1-64719-882-4

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Published by BookLocker.com, Inc., Trenton, Georgia

Printed on acid-free paper.

Booklocker.com, Inc.
2021

First Edition

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1. Two worlds - Mike

I used to look forward to watching “The Undersea World of Jaques Cousteau” scuba diving show when I was growing up. Every week, Jaques and his crew went to some interesting place in the world and dove into a reef full of fish and teeming with colors and life. This vivid, undersea world was a huge contrast to the blue/gray surface of the water and the simple, metal background of their research boat. As the ship bobbed up and down in the ocean, the crew was unaware of the amazing activity and world below them.

Such is the culture of your business. Your product lives on the surface. It should be smooth sailing, with a simple and powerful message. The ocean is big and powerful, yet your product or service can eliminate a specific set of problems that the customer, sailing on the water’s surface, can navigate easily.

Meanwhile, below the surface, the beauty of what you do is breathtaking. The systems and variety of flora and fauna are more than the customer wants or

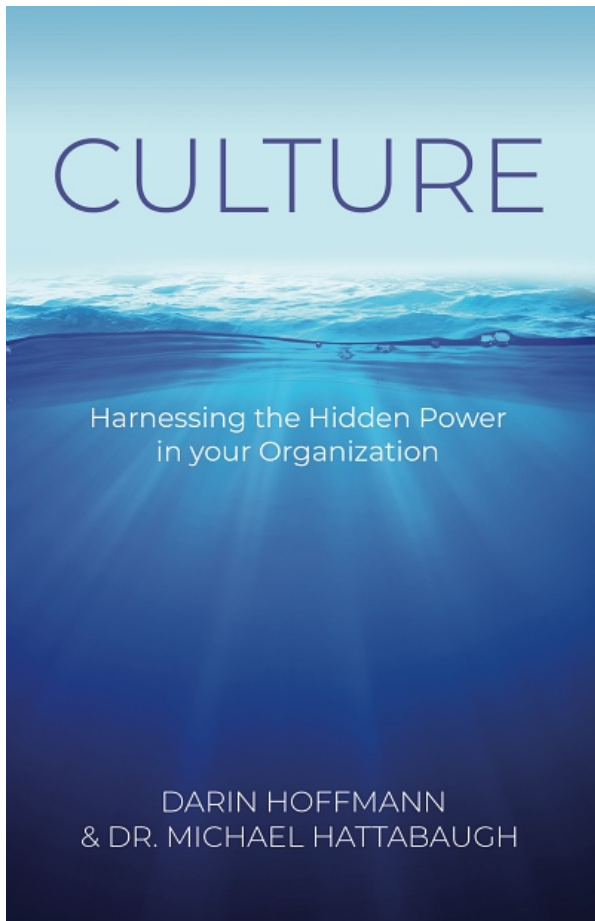
needs to know about. This secret world is where you do amazing work.

If you've seen a video of a beautiful reef, you can picture the complexity. It all seems so random compared to the surface's simplicity. On the surface, we want calm. Easy. Doable.

But underneath, the mixture of colors, and textures surprises and baffles the eyes. This, my friends, IS your culture. If you are a fish that lives there, it all makes sense. You've known every nook and cranny. Your natural enemies live in a certain part of the reef that you stay away from. The cycle makes sense to members that live there, but to outsiders, it is transformative.

What am I getting at? The colorful yet invisible world inside your business may seem like random chaos, but it has very specific and ritualistic details. Your "reef" is different than everyone else's, even those who sell the same products you do.

As a visionary leader, I want you to visualize the beautiful yet complicated reef below the calm waters of the surface where you deliver a great product or service to your customers. It is my hope that at the end of this book, you will better understand the difference between the two environments and how they are interconnected with one another.



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