



## YOUR CULTURAL OPERATING SYSTEM™

### THE KEY TO SUPERB EXECUTION & CONSISTENT INNOVATION

Research shows industry leaders must master two competencies: execution and innovation. They succeed today because they out-execute their competitors. They succeed tomorrow because they out-innovate others. Survival and success require mastering both.

But how?

Our research shows the key to execution and innovation is to invest in the most important system of all—*the human system*.

#### cul·tu·ral op·er·a·ting sys·tem (noun)

The underlying written and unwritten rules, norms, and competencies that guide the behavior of your human system—your *employees*.

Analogous to the operating system that powers our phones and computers—the underlying program that allows simple applications to function.

For example, executives may have *written* cultural mandates in the form of values and mission statements that prompt employees to *take initiative, speak candidly, and act as a team*. Yet when you watch what employees *actually do*, you realize the unwritten rules are *avoid risk, defer to the boss, and stay in your silo*.



## How Do You Create a Healthy Cultural Operating System?

For the past thirty years, we've asked the question, "Are there a small number of skills required in any human system that make it supremely effective at achieving its mission?"

Just as electronic devices need basic functions like input, output, data management, and so on, what basic human competencies do you need in order to execute flawlessly and innovate consistently over time?

After studying 11,000 managers and employees, we found four crucial skill sets that, when present, ensure things run smoothly and improve routinely. When they are absent, the system bogs down and gets mired in mediocrity—or worse.

The VitalSmarts suite of training products, when used in combination, create a synergy that addresses the four crucial skill sets of a healthy Cultural Operating System at all levels of an organization:

change  
anything

### Personal level: Self-directed change

Change Anything is a one-day training course for solving any individual behavior challenge. Those with change anything skills are ten times more effective at starting good habits and stopping bad habits that lead to better results at work and at home.

crucial  
conversations™

### Interpersonal level: Open dialogue

Crucial Conversations is a two-day training course for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics.

crucial  
accountability™

### Team level: Universal accountability

Crucial Accountability is a two-day training course that teaches a step-by-step process for holding others accountable for violated expectations in a way that respectfully solves problems while improving performance and execution.

influencer

### Organizational level: Influential leadership

Influencer Training is a two-day leadership training course for discovering and counteracting the complex web of forces underlying resistant organizational problems to drive rapid and sustainable behavior change.

## How Do You Improve Your Organization's Cultural Operating System?

VitalSmarts recommends two approaches for improving your Cultural Operating System. Pick the approach that best meets your organization's goals.

### Strategic Initiative

Leaders who are tackling large-scale change initiatives are encouraged to roll out the Cultural Operating System as a strategic initiative—starting with identifying goals, developing a targeted strategy, and delivering training to address the vital behaviors imperative to solving your unique challenges.

### Competency Training

Organizations looking to teach their employees at all levels—from the bottom up—the four skill sets of a high-performance culture can roll out the four training courses at a pace and format that works with their traditional learning development function.

Regardless of your approach, leaders who invest in self-directed change, open dialogue, universal accountability, and influential leadership harness the full potential of their human resources. And in so doing, they leverage what research shows is the most potent predictor of sustained value for customers, employees, and shareholders—a high-performance Cultural Operating System.

## What's the Next Step?

The question is not whether you have a Cultural Operating System—every organization has one. The question is whether your Cultural Operating System is one that advances or impedes continuous improvement in execution and innovation.

To speak with a VitalSmarts representative about how to improve the culture of your organization, call us today at **1-800-449-5989** or e-mail [salesupport@vital-smarts.com](mailto:salesupport@vital-smarts.com).

### About VitalSmarts

An innovator in corporate training and organizational performance, VitalSmarts is home to multiple training offerings, including Crucial Conversations®, Crucial Accountability™, Influencer Training™, and Change Anything™ Training. Each course improves key organizational outcomes by focusing on high-leverage skills and strategies. VitalSmarts has been ranked by *Inc.* magazine as one of the fastest-growing companies in America eight years in a row and has trained more than one million people worldwide.

[www.vital-smarts.com](http://www.vital-smarts.com)