



THE POWER OF
**MICRO
CULTURES**

*7 Micro-Cultures that built the
fastest growing real estate company
in California*

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CULTURE OF FIERCE FOCUS

Fierce focus is only achieved across the organization by understanding your purpose or why you even exist as an organization, and then setting clearly defined and measurable goals to achieve that purpose. Every new idea or opportunity must be forced through that “focus filter.” If the project does not embody the reasons you truly exist, then you just shouldn’t do it. In a

“You can’t depend on your eyes when your imagination is out of focus.” - Mark Twain

world that follows the pack, and if you want to build something special, if you want to lead and win, fierce focus is not just what you do — it’s how your entire organization must think. This is the only way to avoid the trap of caving in to the norm and losing the essence of your core difference.



Key Takeaway

1. Why do you exist as an organization? Now set goals to achieve that purpose.
2. Create a filter for how to deal with ideas and opportunities to align with goals



RECOMMENDED BOOK

Unbeatable Mind

by Mark Devine





CULTURE OF SYNCHRONIZED VOCABULARY

The power of a unified vision is absorbed into the very core of an organization only when it is translated into a shared vocabulary. This can be a mantra, a phrase, a cheer, or a rally cry — but everyone needs to get behind it. Everyone needs to speak it. Everyone needs to write it. Everyone needs to make derivations of it. It's not a script but a commitment. It is a mix between an

"Language is very powerful. Language does not just describe reality. Language creates the reality it describes." - Desmond Tutu

inside joke and a glorious aspiration. It's the "impact filter" for the toughest questions of the organization. It is your highest purpose that also puts a smile on your face about the part of the culture you are carrying with you in those words.



Key Takeaway

At Teles, we all got behind the phrase “Dominate from Carmel to Coronado”, which led to hashtags such as #TelesDomination. The goal is to create a mantra that is the seed for each person’s own future but is framed within the purpose of the organization. It is one thing that will supercharge your culture overnight.



RECOMMENDED BOOK

The Reputation Economy

by Michael Fertik & David C. Thompson



CULTURE OF OPERATIONAL OWNERSHIP

Above all, if there is one intangible trait that you can foster in your organization, it should be that of operational ownership. Do you have the right purpose broken down into the right goals with the right success metrics backed by the right people? The magic that ripples

"There is a fundamental distinction between strategy and operational effectiveness." - Michael Porter

through the organization happens when you can see people truly "owning" their domain. This means that each person is responsible and empowered. They know that if something works, they get the credit, and if it breaks — they take ownership for fixing it. Everyone is supported, empowered, and filled with a sense of ownership over their work from start all the way through to success.



Key Takeaway

1. Define what you own
2. Don't take on what you don't own
3. Build an ownership dashboard.



RECOMMENDED BOOK

*Extreme Ownership:
How U.S. Navy SEALs
Lead and Win*

by Jocko Willink & Leif Babin





CULTURE OF INTENTIONAL EXPERIMENTATION

While it may be counter intuitive, we believe that by creating firm-wide permission and celebration to experiment, we are driving innovation and collaboration. The world is changing fast and some of our best successes have come from proof of concept projects.

"Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable." - William Pollard

Experimentation also frees the shackles of organization structure. Various people can come together to engage and experiment — fostering collaboration at its highest degree, and allowing for creativity without a forced result. Collective genius can only be harnessed by a culture of accepted experimentation. Innovation is steeped in discovery. You can either lead and discover in order to innovate and have astronomical success, or you can follow and improve on something and potentially have incremental success.



Key Takeaway

1. Declare a culture of accepted experimentation.
2. Designate a person or a team to foster experimentation and innovation.
3. Create an R&D budget as if your future depends on it.



RECOMMENDED BOOK

Decoded

by Jay-Z





CULTURE OF 360 DEGREE COACHABILITY

The highest performing organizations are like Olympic athletes — they have a dream, they have a goal, they have deep commitment, and they rely heavily on their support system to drive success. However you slice it, community drives achievement. There is knowledge, skill, empathy and visibility trapped at various levels in most organizations that can be unlocked

"The purpose of training is to tighten up the slack, toughen the body, and polish the spirit." - Morihei Ueshiba

through coaching, and it all starts at the top. As soon as executive leadership can lean in and ask for coaching from the rest of the organization, this will begin to change the very fabric organization's respect and camaraderie — creating an environment of supercharged success.



Key Takeaway

Move from a support-based organization to a coaching-based organization
(instead of “please help me” it is “please coach me”).

This language pattern has to start from the top



RECOMMENDED BOOK

Benjamin Franklin

by Walter Isaacson





CULTURE OF 360 HUMAN PERFORMANCE

Every business is about the X-factor that its people can bring to the table every day.

Exponential and sustainable growth depends upon the intentional personal and holistic development of every individual throughout the organization: mentally, physically,

"Success is achieved by developing our strengths, not by eliminating our weaknesses." - Marilyn vos Savant

emotionally and spiritually. The culture of peak human performance must be entrenched in the organization and communicated consistently, exemplified at the top and encouraged through constant coaching and reinforced at company events. Success in business is not a marathon but series of sprints, and firm-wide success requires extreme physical and mental stamina, high emotional IQ, and powerful habits reinforced daily across the organization.



Key Takeaway

1. As leaders, we are not just responsible for workplace productivity, we are also deeply responsible for each individual's personal growth and development.
2. There is no panacea. Each organization's expression has to be intentional and organic. Sorry we don't have the exact answer but we know what the theme is.



RECOMMENDED BOOK

The Compound Effect

by Darren Hardy



CULTURE ON THE GROUND & CULTURE IN THE CLOUD

There are two important gateways to how your organization tangibly experiences your culture. While the primary way is through your physical presence, your interpersonal interaction, and what you do “on the ground;” remember what you do “in the cloud” is extremely important and needs to be thoughtfully aligned as well. In today’s digital world,

“Our culture is friendly and intense. But if push comes to shove, we’ll settle for intense.” - Jeff Bezos

our culture is deeply embedded in the cloud (i.e. in our digital interactions) as the primary “intake mechanism” for culture — may it be with an email, a text message, an instant message, a video or a “like” on Facebook.



Key Takeaway

1. Culture in the cloud has to resonate with the culture on the ground.
2. Culture in the cloud is built on multiple channels e.g. voice mail, email, text message, video, social media, etc.; and frequent communication using a synchronized vocabulary.
3. As your organization grows, the culture in the cloud will start to drive the culture on the ground.



RECOMMENDED BOOK

*Contagious:
Why Things Catch On*

by Jonah Berger





<http://facebook.com/telesproperties>



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