



# The Culture-Driven Organization: Its Time Has Come

## INTRODUCTION

We all know the phrase...*culture eats strategy for breakfast*, and we all understand what it is expressing. A well-constructed strategy without an aligned culture is ineffective at best; and yet, we posit that not enough attention and regard for culture is given in most organizations.

This is not new news, but the accelerated and non-linear changes in the pandemic and post-pandemic operating environment are putting pressure on organizations. A strong culture stabilizes an organization navigating an industry transition *and* enables the creation of new behaviors, collaboration, and a mindset for continuous, adaptive learning.

In future-state organizations, culture will be the difference maker.

As a consultancy traditionally focused solely on strategy, we know for many organizations the challenge is: *hard drives out soft*. Strategy is easier to measure while culture is soft and harder to quantify...and yet, strategy comes alive through individuals and teams. In essence, there is no way to separate culture and strategy.

## ADDITIONAL BACKGROUND

Every organization has a culture. The question is whether to continue with the past, inherited culture or intentionally create one that shapes and forms relationships for going-forward success.

Recently, Danny Meyer of the Union Square Hospitality Group announced the formation of a SPAC (Special Purpose Acquisition Company) called USHG Acquisition Corp. They are targeting acquisition candidates that are "***culture-driven businesses***" across a range of industries (not limited to restaurants/food) - any business that creates success with equal focus on their culture and associated business model.



The basic premise underlying the formation of this new SPAC is culture-driven businesses outperform their peer group. A guiding business principle is Danny Meyer’s philosophy of “Enlightened Hospitality”. The values of hospitality are a template to identify a “culture-driven” company. This approach considers all stakeholders contributing to a company’s success and places the people who work for the company first as the most important stakeholder.

- What is the **employee experience**, and does it create greater satisfaction, engagement, and collaboration with team members?
- What is the **customer experience**, and does it encourage greater satisfaction, trust, and loyalty?
- What is the **vendor / supply-chain partner’s experience** and do vendors and partners bring forth their best for their mutual success?

A stakeholder approach, Danny Meyers contends, is the most compelling differentiator for long-term success; it creates a virtuous cycle benefitting all including shareholders.

## WHY NOW?

Part of any good strategy is a future-back perspective. The Hale Group white papers are a framework for organizations to consider the future state and reach consensus on the best way to adapt and benefit from the changing market dynamics. And we are making the case, evolving your culture is a key component of this planning effort.

The Hale Group published **Foodservice 2025** in 2017 calling for organizations to prepare for a “digitized, democratized and disrupted” foodservice landscape and in 2020, published **Updated Foodservice 2025** to say the timeline has changed. *2025 is here now.*

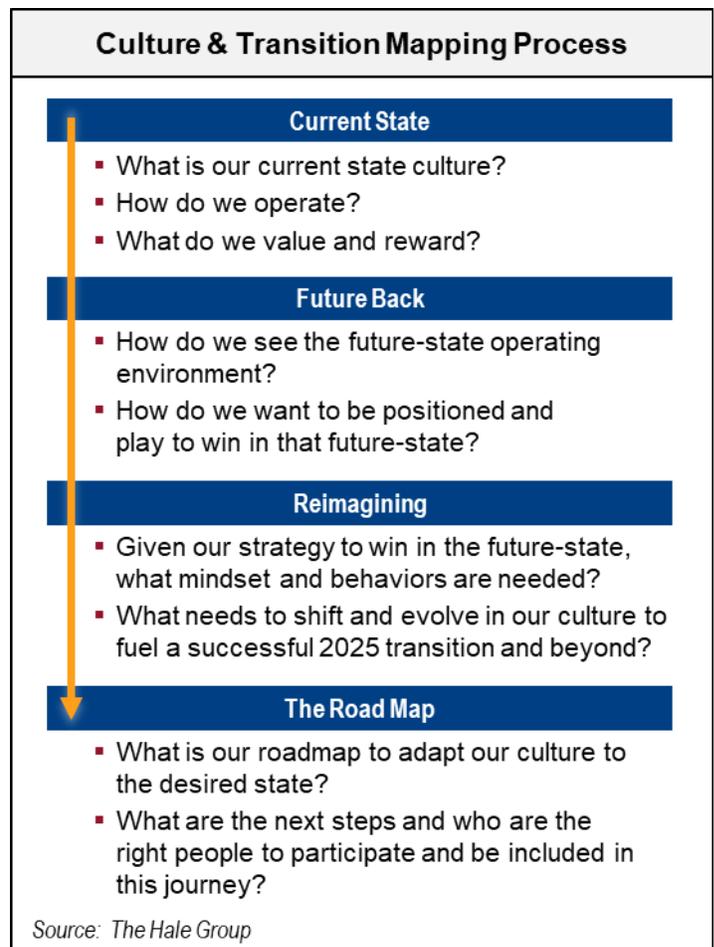
The shaping forces of **Foodservice 2025** were accelerated by the global pandemic. The industry took a quantum leap forward and organizations are recalibrating.

Part of this recalibration is leading teams across the great divide left by these changes. The great divide being the transition from the old way of doing business to the new way. There are tactical components to this effort and there are cultural, behavioral changes which can be the most challenging – and the most transformational.

How does your culture need to evolve to ensure you are a future-ready organization?

## HOW THE HALE GROUP CAN HELP

The Hale Group leads teams through a *Culture & Transition Mapping* process to answer the following questions and create a roadmap.





A natural outgrowth of The Hale Group's *Foodservice 2025* work, this is a new practice area led by Rebecca Hale Brockelman to support leaders and their teams who see the value in being a culture-driven organization and are ready to do their part to align their culture with the future-state needs of their organization. Rebecca brings her work as an executive coach together with her work in the foodservice space to support change in organizations navigating the 2025 transition. Together, Rebecca and Bill Hale, founder of The Hale Group, co-lead this mapping process. As a follow on to the mapping process, Rebecca offers individual support for leaders driving change in their organization and / or group coaching for teams who are critical in evolving the culture and aligning it to the overall strategic vision.

***“Boldness has genius, power  
and magic in it.” (Goethe)***

**The best way to begin is to start.  
Let us help you take that first step.**

So, please reach out to us:

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