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As a Land Planner with over 10 years of experience designing and planning new communities, Adam is adept at creating inspiring and lasting places. Over the course of his career, Adam has worked closely with local, regional, and national developers and home builders on large and small scale planned communities, resorts, and mixed-use projects. Adam is known for his community visioning skills, and is passionate about creating great places for people to live through a process of engaging and interacting with users at all levels.

Adam shares his time and talents as an active member of the ULI Colorado Transit Oriented Development Committee and as a Captain of the Housing Colorado affordable housing design charrette. He can also be found sharing his design and planning knowledge as a presenter at the International Builders' Show.
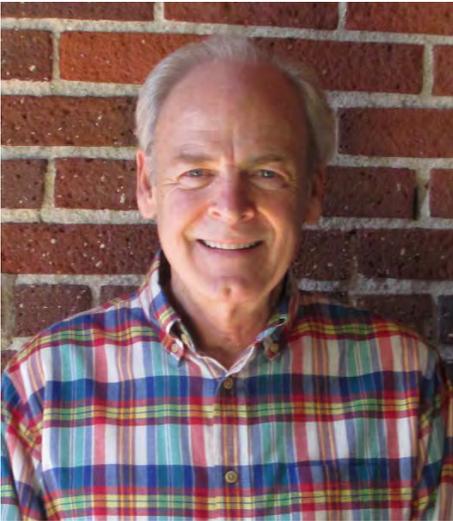
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Dennis Tallon has earned a national reputation as an outstanding teacher and human resource management and development consultant. His experience includes over 30 years of continued innovation and success in helping organizations develop to their full potential. He has trained and advised thousands of executives and managers from a wide range of Fortune 500 companies.

As a senior associate at Awareness to Action International, he has worked with business owners and corporate executives in the areas of strategic planning, executive coaching, team building and organizational development. He is known nationally for designing and delivering training programs that create positive change in organizations.

Prior to Awareness to Action International, he was a partner with an international consulting firm, where he was involved in the development of a comprehensive training system, which was the first of its kind in the pharmaceutical industry. Dennis lives in Denver, Colorado with his wife Donna. They share four children (Dennis, Mark, Bryan & Caryn) and two grandkids (Finnian & Owen). They enjoy the outdoors and play tennis, hike, bike and play every chance they get.

WHY CULTURE IS SO IMPORTANT

Culture provides consistency for an organization and its people. Leaders have several paradigms to choose from, but they typically stay with one, particularly when the guiding system that they have chosen is internally consistent and provides evidence of success. The more the organization succeeds, the stronger the commitment to the culture that brings that success.

An organization's culture provides order and structure for activity. It provides people with an internal way of life and, in so doing, plays the same role for people that a society's culture plays. It tells people which activities are in bounds and which are out of bounds. It establishes ground rules for people, determining what is right and what is wrong. Over time, a culture establishes communication patterns—the kind of language people use with one another and the assumptions upon which they consistently operate. It establishes membership criteria, who is included and who is excluded.

A culture establishes the conditions for judging internal effectiveness. It determines whether performance is effective or ineffective, and what effective and ineffective mean in the organization. It sets the expectations and priorities—what's important around here—and conditions for reward and punishment. People who adhere to these expectations and priorities get promoted and advance; those who don't adhere, don't advance. Too much noncompliance typically leads to termination.

Culture determines the nature and use of power within an organization. It fixes power at the top of an organization, disperses power throughout, or some of both. It gives the organization more power than individuals or individuals more power than the organization and installs the process for how decisions get made.

Culture has much to say about the structure of an organization—who reports to whom and the alignment of functions with one another. It directly or indirectly defines status within the organization—what it is and how one acquires it.

It sets the pattern for how people and functions relate to one another. It emphasizes territory or it does not. Culture lets people know how close they can get to one another, and determines whether or not teaming is important and expected. Culture also provides the framework for addressing, managing, and resolving conflicts in the organization.

Culture establishes management practices. It fixes how an organization plans its work, organizes and coordinates activity, manages performance, and gets the results it deems important.

Culture is also important because it limits strategy. Organizations that "stick to their knitting"[11] are operating consistently with their culture and its inherent constraints. Many organizations have learned the hard way that new strategies that make sense from a financial, product, or marketing viewpoint cannot be implemented because they are too far out of line with the organization's existing assumptions. The new strategies do not fit within the cultural paradigm. This certainly has been the case with organizations that have been around awhile and which have been historically successful in achieving their goals.

The failure of 50 percent of the mergers and acquisitions between organizations during the 1980s is testimony to the importance of culture and its limiting role on strategy.[12] A cultural mismatch in an acquisition or merger is perhaps as great a risk as a financial, product, or market mismatch. The merger between Gulf Corporation and Chevron Corporation was initially regarded as a near-perfect match because the two oil giants had approximately equal assets and complementary resources. Later, however, the merger was described as a "forced marriage," laden with fears, anxieties, and frustrations, because the companies approached the same business with widely differing styles and strategies.[13] Virtually identical dynamics were characteristic of the merger that created LTV Steel, the second-largest steelmaker in the United States. While the combination and "all the numbers look[ed] good on paper," Republic Steel and Jones & Laughlin Steel, the merger partners, had sufficiently different philosophies, styles, and orientations so that the simplest disagreements between employee groups often flared into "major conflicts."[14]

The merger between Rockwell International and North American in 1968 is another example.

When marketing-oriented Rockwell International merged with aerospace engineering wizards at North American, managers and analysts alike expected a synergistic reaction . . . Rather than supporting each other, however, the basic values of the firms collided. As then-CEO Robert Anderson lamented, the aerospace people weren't used to commercial problems: "We kept beating them on the head to diversify, but every time they'd try it they'd spend a lot of money on something that . . . there was no market for, or they overdesigned for the market." The world views of the two firms . . . were radically dif-

ferent. Rockwell's company culture looked at the world as a rough-and-tumble place where profit margins dominate decision-making. North American's environment was more noble. Some 60 well-paid PhD's . . . spent only 20 percent of their time on company business and were free to devote the rest as they chose to basic research. This was not compatible with Rockwell's obsession about controlling costs and margins. Thirteen years later, executives are still trying to improve the cultural fit of the two firms.[15]

The management of productivity, which Peter Drucker says is the primary function of management,[16] is fundamentally a cultural phenomenon. Culture determines how success is defined and accomplished, and productivity is tied directly to an organization's formula for success.

Organizational culture parallels individual character. Culture serves an important and fundamental organizing function for an organization just as character does for the individual.