

## **The Dirty Dozen: Finding & Fixing Company Culture**

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As we grow up, we often get wonderful gifts from mom and dad. Gifts such as intelligence, passion, communication and leadership skills. We also get gifts from different mentors, which can complement the ones from our parents.

As adults, business leaders bring these childhood gifts — or lack thereof — to the companies they lead. And sometimes, a company stops growing when its leader's gifts are no longer enough to effectively manage the business.

It's no surprise then that one of the biggest impediments to a healthy business is poor organizational health, which stems from poor leadership. When a culture of blame and excuses permeates a company, it can paralyze it.

In one case, the spouse of a plant manager often asked her husband what he was going to accomplish at work each day. He told her he couldn't possibly plan because he "had no idea what he was walking into each day." This uncertainty is almost always a direct result of a lack of leadership.

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