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Spirit soul and body bible verse

As companies grow, new systems and structures are needed to manage their evolving businesses. Too often, however, they lose sight of the original spirit and substance that during their early days attracted and energized stakeholders. Research interviews with more than 200 founders and executives at a dozen fast-growing companies show not only that this startup soul is real, but that it can be broken down into three key elements: business intent (the company's reason for being?? customer connection (a crystal-clear focus on those served and what they want); and employee experience (allowing people to have voice and choice). , Netflix and BlackRock and thinking more consciously about what to do to keep the three elements at the forefront of its strategy and everyday functions, can preserve its soul- or revive it. There's a substantial, intangible thing in start-ups - an energy, a soul. The founders of the company feel its presence. So do the first employees and customers. It inspires people to contribute their talent, money and enthusiasm and cultivates a sense of deep connection and mutual purpose. As long as this spirit persists, the commitment is high and start-ups remain nimble and innovative, spurring growth. But when it disappears, businesses can falter, and everyone realizes the loss -- something special is gone. The first person I heard talking about the soul of a startup was a Fortune 500 CEO, who was trying to revive one in his organization. Many large companies undertake such search and rescue initiatives, which reflect an unfortunate truth: As a business matures, it is difficult to keep its original spirit alive. Founders and employees often confuse the soul with culture and, in particular, the free ethos of all-nighters, flexible job descriptions, T-shirts, pizza, free soda, and a family feel. They notice and wax nostalgic about it only when it wanes. Investors sometimes run roughshod over the emotional core of a business, pushing a company to professionalize and rotate in response to market demands. And organizations trying to regain a business mindset tend to take a superficial approach, addressing patterns of behavior but failing at home within what really matters. Most founders think their start-ups are more than just their business models. Over the past decade, I have studied over a dozen fast-growing businesses, conducting 200-plus interviews with their founders and executives in an effort to better understand this problem and how it can be overcome. I have learned that while many companies struggle to maintain their original essence, creativity, innovation, and élan, some have managed to do so quite effectively, thus maintaining strong stakeholder relationships and ensuring that their businesses continue to thrive. So often consultants, and scholars like me stress the need to implement structure and systems as a business grows, lacking the importance of maintaining its spirit. We can and should focus on both. With effort and determination, leaders can cultivate and protect what is right and true in their organizations. In Search of the Organizational Spirit Perhaps not surprisingly, investors and founders seem to harbor different views on whether start-ups have souls. In my research I found that some executives at VC and private equity firms tended to discount the concept as delusional or irrelevant. Their focus was on applying professional management and process discipline to their holding companies. Most founders, by contrast, believed that their start-ups were more than just their missions, business models, and talent, even if the founders couldn't articulate accurately. For example, in his book *Onward*, Howard Schultz described the spirit of Starbucks in this way: Our stores and partners [employees] are at their best when they work together to provide an oasis, an encouraging feeling of comfort, connection, and a deep respect for the coffee and the communities we serve. I interviewed another founder who identified loyalty to customers and the company as the core essence of what made his business great. A third spoke of this substance as a common purpose built around a bold goal and a set of common values. I made sure these people, who knew their companies better, had found something. Beyond spiritual traditions, the human soul is often described as the real self. In Hindu, it's Atman. For the Jews, it's the nedama. While Christian theologians and Western philosophers have long had conversations about the soul, many have believed in it and its perseverance over time. The dozens of founders and start-up workers I interviewed felt the same way, perceived their organization as having a true self to which all stakeholders are interconnected. Dimensions of the soul I began to wonder if it might be possible to catalog what specific elements of this soul engaged with stakeholders and led the success of an operation. In other words, what aspects of a start-up should really be leaders as the business grows? My research highlighted three elements that combine to create a unique and inspiring framework for work: business intent, customer connection and employee experience. These are not just cultural norms designed to shape behavior. Their results are deeper and trigger a different, more intense kind of commitment and performance. They shape the concept of work, making the work relational instead just transactional. Employees are associated with an idea of galvanizing, with the concept of service to end users, and with the subtle, intrinsic rewards of life at work. People form emotional bonds with the company, and these bonds energize the organization. Business intent. All the businesses I studied had their own purpose of animation. Usually this business intention came from the entrepreneur, who communicated it to the employees to convince them to trade stable jobs for long hours and low wages. Although many factors-including a desire for a possible unexpected-led people interviewed to join their companies, they all had a loftier desire to make history somehow, to be part of something bigger. They wanted to create businesses that improved people's lives by changing the way products or services were created, distributed or consumed. Many companies define their mission or business scope, but the intent I discovered went further, taking on an almost existential significance - a reason for existence. What forgot about successful businesses was the creativity and autonomy shown by employees. Consider Sapuri Study, a Japanese company launched in 2011 as part of the multibillion-dollar intelligence and personnel company Recruit Holdings. Seeking to turn around the Rookie's declining education business, Fumihiro Yamaguchi, a relatively young employee at the time, hatched a plan to create a website that helped students by giving them free access to study guides in university exams. When he presented the idea to an internal team tasked with launching internal operations, he explained that the site would address educational inequality in Japan by giving more people access to educational material-an intention that aligns well with Recruit's longstanding mission of creating new value for society. Since its inception, Sapuri's study has continued to evolve, but always with respect to its original intent. Among other moves, it has marketed its services as a college preparation service and a tool for high school teachers to use with remedial students, and has expanded its content to include elementary and junior-high school material and academic guidance. In April 2015, through its parent company, it acquired Quipper, which offered similar services mainly in Southeast Asian markets. Quipper's founder, Masayuki Watanabe, observed he liked the agreement because of the intention of the Sapuri Study: We believed that learning is a right and not a privilege. We shared the same vision. Top talent felt the same way. I was drawn to the idea of dealing with these issues, one employee told me. My motivation to join was to offer real value to customers; users and their parents can really see that their academic ability is improving. Payment. Connection. A close bond with clients was also evident in the successful companies I studied. Founders and employees understood closely the perspectives and needs of the people to whom their products and services were targeted, and felt personally connected to them in a way that freed up their energy and creativity. In its early days, Nike sent sales representatives-dubbed Ekins because they needed to know the company's products backwards and forward-around the United States not only in the market for sneakers buyers, but also to gather knowledge from them and feed this information back to headquarters. Many Ekins, including co-founder and then-CEO Phil Knight, were so passionate about the brand that they got his now-iconic swoosh tattooed on their feet or feet. At global asset manager BlackRock, the mission has always been to improve the financial lives of customers by flexibly predicting market trends and minimizing risks through an online operating platform. Both co-founder and CEO Larry Fink repeatedly emphasizes the company's unusually close relationship with customers. One expression of this commitment is a decision Fink made early on that BlackRock would never trade on its own account. While many other companies do this type of trading, which is often extremely lucrative, it can lead to conflicts of interest. The temptation is enormous, Fink explained. But then we can't say we're trustees for our clients. BlackRock's customer focus provided a competitive advantage, allowing the company to attract more assets, and became a rallying cry for staff. You can't have a conversation without talking to customers, because that's what's important, said one employee. Another stressed the company's emphasis on empathy: Once we truly understand what customers want and need, then we can apply our experience. A third spoke of the really simple and clear idea of helping real people... and in a recent engagement survey, more than 80% of BlackRock employees said they were motivated to go beyond the basic requirements of their work. Employee experience. My research has resulted in a third dimension to the intangible substance of a start-up company, which is linked to the experience of the work itself. What singled out successful new businesses was not a fun or crazy culture, as the stereotype says, but the unusual creativity and autonomy faced by workers at work, which encouraged greater dedication and better results. Having articulated their business intentions and emphasized customer connection, leaders gave their people what I have called freedom within a framework -- the freedom to operate within well-defined boundaries -- as well as opportunities to influence key decisions, such as which strategies to follow or the products to be developed. With both and 'choice', employees valued their work more and are linked to peers and the company itself. Eyeglass retailer Warby Parker has highlighted the employee experience since its inception in 2010. Team members are expected to think for themselves, and the company is looking for self-directed hires. No one needs to meet with a manager every day to get the job, an executive told me. Personal expression and sincere creative input are prized. employees do not feel that they have to censor themselves. Co-founder Neil Blumenthal has also created a system of initiatives in which employees pitch their own technology ideas on a quarterly basis, and a quarterly recognition-the Blue-Footed Booby award-celebrates employees who exemplify the company's core values. I found many other smart companies that use programs to integrate voice and selection. Founders of a project, which had a staff of more than 500 and grew rapidly, assigned all new employees to groups of five and asked each group to spend three months building a business that could destroy one of the company's possessions. Participants could then decide whether to continue working on the idea or take a different position in the organization. Many of the new businesses started by this company have resulted from this program. How the soul of the Organization dies In some of the companies I studied, the spirit of startup eroded over time as a result of investor interventions, the actions of leaders, or both. Those responsible either did not fully understand what they had or failed to appreciate its usefulness as they pursued development. The urgent need for survival and then pressure to scale up the operation sent them on this dangerous path. Additional bureaucracy can cause an organization's business inclination to disappear. New companies often move in a way of frenzied expansion. Their leaders can become extremely tactical and pivot quickly and repeatedly, which is fine if the underlying intent of the business remains firm and continues to be communicated. But when it doesn't, shifting leaders' focus can be problematic. They can become so in love with their products and services and so passionate about creating cash that they stop listening and working with both customers and employees. Start-ups tend to fail if they don't instill discipline and order as they grow. As my research and others have shown, we need to formal systems and procedures and hire professional directors. Such changes can be extremely productive if done carefully, with the input of all the first stakeholders, the intention of the business in everyone's mind, and the customer bond and team experience maintained. But there is a risk that added bureaucracy and new blood will cause workers to feel stifled, customers to feel disconnected, and the entrepreneurial talent of an organization to disappear. I interviewed. From. seasoned stage of development CEOs were put in to replace the founders of companies and who, despite better intentions, quickly squelched the spirit of those companies. At Indian mobile operator Micromax, for example, the four founders attributed control in 2011 to more experienced executives who specialized in the company's strategic planning, supply chain management, HR and other functions. By most accounts, these changes were both necessary and successful, leading to a series of performance gains. But there was a cost. Many employees felt they had lost direct access to superior leadership, as well as true insight into customers and a clear, driving purpose-i.e., they felt Micromax had lost its soul. The founders also became uneasy with the changes, and when those tensions reached boiling point in 2013, they decided to back off. They later transferred control to a new group of external administrators, only to repeat the same saga. Often, it takes a crisis for people to notice that the soul of a company disappears or leaves. Recently, Facebook and Uber publicly apologized to customers who lost their way. In 2018, hundreds of Google employees demanded that the tech giant shelve plans to develop a search engine that would facilitate the stuffy dispute in China. Many of us accepted employment at Google with company values in mind, they noted in a letter to the company, including... understanding that Google was a company willing to place its values above its profits. Preservation of the Soul It is possible to find a middle way in which high-growth, dynamic companies add structure and discipline, while maintaining the three critical elements that provide meaning. As Netflix looked from the DVD-by-mail business to its next borders, the company turned from video distribution to film and TV production, while also exporting its model from the United States to the ends of the world. It is hard to imagine that an organism could retain its original substance through so many profound changes. However, Netflix did, in part because these moves aligned with its core intent to become the world's best entertainment distributor and help content creators around the world find audiences. They also supported the brand's promise to provide stellar service customers, suppliers a valuable partner, investors sustainable profitable growth, and employees the opportunity to have a huge impact. The company has created innovative new offerings, including successful original content, bearing in mind its audience. And it has maintained an employee experience in which managers provide context about its organization and activities and then free employees to make informed decisions. The message is We think you're really good at what you do, according to the main talent talent Jessica Neal. We're not going to mandate how you do it, but we're going to trust you and give you the opportunity to do a great job. Internal recruiters hire employees who fit this

culture and train them to navigate it. And CEO Reed Hastings and other leaders have implemented a number of policies aimed at enhancing voice and choice. They abolished holiday time limits, replaced official human resources rules with common sense guidelines, encouraged honest feedback and opened up the decision-making process. Ideas unfold as conversations with everyone, Neal told me. Like other successful start-up-to-scale companies I studied, Netflix remained as stubborn and versatile as it grew. In some areas he practiced radical agnosticism, abandoning or changing plans as needed. But when it came to business intent, customer connection, and employee experience, he took an uncompromising stance, strengthening and protecting them over the years. He worked to protect his soul proactively. Even if one of the three elements of the spirit of a fledgling team has been eroded, companies can address the problem. Let's take a look at Warby Parker's initiative programme in depth. As the retailer increased its workforce and added new levels of management, its leaders talked about maintaining a sense of small company. But the company's software engineers, who had once helped choose which projects to prioritize, were now simply performing the tasks assigned to them. To correct the problem and re-create the experience of old employees, the company developed the Warbles program, asking engineers to propose and advocate for new technological initiatives, such as modifying websites and improving order processing work, which are then reviewed and voted on by senior management. The programme also emphasises the intention. For every project proposed, we ask people to attribute metrics related to our strategic goals, co-founder Dave Gilboa told me. Also, although projects are ranked according to the number of votes received, engineers can choose to follow any on the list if they feel it aligns with their priorities and can offer maximum value. Whether it's a new project they're excited to learn or a new technology, we give them that freedom, said Gilboa. Adam Szatrowski, chief software engineer, added: This is where autonomy shines. When damage to the soul is particularly severe, the founders have sometimes returned to restore it. In 2008, Howard Schultz reiterated his CEO role at Starbucks because, as he explained in his book, he felt something intrinsic to the Starbucks brand was missing. Over the next few months, she took a series of steps to breathe life into the spirit of the company back to life. Specifically, it convened an off-site on which leaders thought widely about the brand and focused specifically on relationships with customers. As he told his team, the only one in our thinking should be: Will it make our people proud? Will this make the customer experience better? Will this strengthen Starbucks in the minds and hearts of our customers? Weeks later, when presenting a transformation plan to investors, he invoked a return to the company's original business intention, saying, There are people in this audience... who believed in a young entrepreneur's dream that we could create a national brand around coffee, that we could also build the kind of company that had a social conscience.... It's time to convince you and many other people... to believe in Starbucks again. CONCLUSION Securing the soul of the organization is a crucial, though poorly appreciated, part of the work of the founding cohort, on par with key areas of decision-making such as governance and equality divides. Netflix, Nike, BlackRock, Warby Parker, Sapuri Study, and Starbucks all flourished as start-ups thanks to the deliberate efforts of their founders to preserve the alchemy that made them big business from the start. In the long run, a strong soul will attract and ignite various stakeholders. Even as companies institute processes, discipline, and professionalization, they should try to maintain the intellectual triad of business intent, customer connection, and employee experience. It's the secret not only to growth, but also to greatness. Greatness.

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