


[Home](#) [About Us](#) ▾ [Business Operations](#) ▾ [Business Integration](#) [Communications](#) ▾[Finance](#) ▾ [HR](#) ▾ [International](#) ▾ [Services](#) ▾[Front Page](#) [October 2016](#)[Home](#) > [Communications Home](#) > [Front Page Home](#)

Culture to Performance Ties to Accountability

[E-mail this Article](#)

- Todd Brogowski

With this year's implementation of the One Boeing effort to accelerate performance, Culture to Performance sets a standard for us to drive future growth by shifting our mindsets and behaviors. Boeing has placed an emphasis on corporate culture because the company recognizes that 72 percent of business strategies fail due to culture-related problems. Social sciences provide us with data to support the Culture to Performance mindset shift.

A study titled *The Impact of Group Membership on Cooperation and Norm Enforcement*  has shown that employees – not federally legislated rules and corporate policies – are the lynchpin in changing workplace beliefs and in holding their peers and themselves accountable. In a study conducted by behavioral economists using the officer corps of the Swiss Army, it was shown that when behaviors, such as the ones defined in our five mindset shifts, become social norms, the members of the group will work harder to ensure that other members adhere to the new norm. More plainly, when performance accelerating behaviors become the social norm at Boeing, the people will deliver results by holding each other accountable to performance accelerating behaviors.

Our 100-year foundation is built upon the industry's best talent. We can build on the strengths of our people by leveraging Culture to Performance. Management plays a critical role in constructing and sustaining the right culture. Strategic clarity, role clarity, and candid performance management conversations are essential tools to create experiences that will drive performance accelerating behaviors. Sociologists and economists have shown that we are on the right path.

* Sources: Anthony P. Ammeter, et al., [A social relationship conceptualization of trust and accountability in organizations](#), Human Resource Management Review Vol 14, at 47 (2004) and R.J. Deluga, [Supervisor trust building, leader-member exchange and organizational citizenship behavior](#), Journal of Occupational and Organizational Psychology Vol 67, at 315 (1994)

Please submit a comment. Comments will appear below the article within one business day.

[<<< Back to Page 1](#)[Send a Comment](#)

Previous Editions

2016	2015
September	December
August	November
July	October
June	September
May	August
April	July
March	June
Jan/Feb	May
	April
	March
	Jan/Feb

Co-Editors

[Samm Ivri Ciuni](#) - OIG & Admin
[Mel Bradford](#) - Audit
[Amelia Guess](#) - CRM
[Angela Macke](#) - EBC
[Angela Chen](#) - GTC

Company News

[Boeing News Now](#)
[NewsClips](#)
[Frontiers](#)

Miscellaneous Links

[Personal Accountability](#)
[OIG & Administration](#)
[Talent Strategies](#)

Office of Internal Governance and Administration Resources

[Code of Conduct](#)
[Conflict of Interest Determination](#)
[Global Trade Reform Update](#)
[Policies, Procedures & Processes](#)
[Travel@Boeing](#)

[OIG & Admin Home](#)
[Ethics & Business Conduct Home](#)
[Corporate Audit Home](#)
[Global Trade Controls Home](#)
[Shared Services Home](#)

[Ethics Line](#)
Phone: 1-888-970-7171
(Caller ID disabled)
Fax: 1-888-970-5330
(Caller ID enabled)

Anytime between 6 a.m. and 4:30 p.m. PT

[Inside Boeing](#) | [MyBoeing](#) | [Website Feedback](#) | [Content Owner](#)

Copyright © 2016 Boeing. Last update 10/03/2016