

Culture By *Design,* Not Default

Intentionality is key when building a strong company culture.
Turn the page for more about how a positive and strong culture fosters a sense of purpose, encourages collaboration, and influences how employees interact and perform.



Intentionality is Key When Building a Strong *Company Culture*

A thriving company culture doesn't happen by accident — it is the result of being intentional and thoughtful when making decisions about where employees work, how we grow and how we succeed together. Culture influences everything from how our 3,500 team members feel when they walk into the office (or log in remotely) to how teams work together, solve problems and celebrate wins, big and small.

As leaders, we must be deliberate about creating and maintaining our own company cultures, unique to each organization. A positive and strong culture not only fosters a sense of purpose but also strengthens performance, engagement and employee retention, which then leads to better customer retention. Team members who understand how their work contributes to the big picture are typically more motivated and committed to success. A healthy culture helps build trust and encourages people to share ideas and knowledge freely. When culture is actively nurtured, it directly drives innovation, productivity and resilience. It also plays a key role in attracting and retaining top talent, as today's workforce seeks employers whose values align with their own.

Here at Arrow, we work on our culture every day and rely on our eight core values to help guide us in our decision-making, leadership behavior and recognition. Our leaders set the tone for the organization by working by example and setting the standards they expect and reinforcing those values consistently. We talk often about how best to keep our entire team connected and keep the “why” we do what we do in front of us. We also create cross-functional “Tiger Teams” that encourage teamwork and create solutions for large-scale opportunities.

We are very intentional about individual and team recognition at Arrow. We look for ways to celebrate catching our folks “doing the right thing, the right way, every time.” Whether it is a service professional or one of our administrative team receiving unsolicited feedback from a happy customer or a member of our sales team closing a new account, we will recognize that performance. Celebrating both wins and lessons learned fosters an environment where people feel valued.

When our team members feel supported, they are more engaged and loyal, which reinforces our culture even further. Finally, culture must remain dynamic. Gathering feedback, assessing engagement and making adjustments ensures that culture evolves with the company, staying relevant and meaningful as the organization grows.

Intentionality is the cornerstone of building a culture that lasts. When we actively shape culture, employees feel connected, supported and empowered. Over time, this creates not just a strong workplace, but also a powerful force that drives collaboration, performance and long-term success.



Emily Thomas Kendrick

Emily Thomas Kendrick
CEO
Arrow Exterminators

The Fundamentals of *Uncommon Leadership*

There are five fundamentals to transform your leadership. Are you ready to take the next step in your journey?

By Mark Miller



Editor's Note: The following is an excerpt from Mark Miller's book "Uncommon Greatness: Five Fundamentals to Transform Your Leadership." To learn more, visit <https://leadeveryday.com>.

The focus of the book "Uncommon Greatness" is to help you become an Uncommon Leader. Although there are infinite ways a leader can add value, some are far more strategic than others. The following Fundamentals of Uncommon Leadership represent five strategic ways every leader can and must add value, starting today.

Have you ever thought about what leaders actually do? Our team asked this question twenty-five years ago. We were overwhelmed by the number of things the best leaders do — hundreds, maybe a thousand or more specific activities. I remember the day well — we filled page after page of flip chart paper. We wallpapered the entire conference room from floor to ceiling with our findings. Obviously, leadership is a huge topic and encompasses a very large and complex set of competencies and skills. Our exercise validated the challenge, complexities, and enormity of the tasks leaders face on an ongoing basis.

Unfortunately, this realization created only a fleeting sense of accomplishment. On one hand, it helped us realize why our previous multiyear effort to articulate our leadership point of view had been so arduous. We had conducted interviews, explored global best practices, and, collectively, I'm guessing we also read over two hundred books on leadership. All of these efforts led to a moment of clarity: Those we lead expect and deserve so much from us. Only when we faced the scope and scale of our responsibility could we begin to search for a more simplified way to tackle this gargantuan topic.

The question we asked was: Could we create a short list of the critical few things the best leaders consistently do? We did ultimately identify these competencies and called them the Fundamentals. They provide the structure for the balance of the book.

The following is a summary of the Fundamentals of Uncommon Leadership. (We do a deep dive into the spirit, intent and ideas for action in the book.)

1 See the Future

To weave the threads of what you know to be true and what you want to be true into a compelling picture of a better tomorrow.

Leadership always begins with a picture of the future. What are you trying to accomplish? Where are you trying to take the people on your team or in your organization at large? Why is the journey necessary? The future you envision will be informed by your experience, intuition, creativity, judgment and more. Leaders must be able to describe their preferred future with sufficient detail to rally people to pursue it.

2 Engage and Develop Others

To help those you lead care deeply about their work, co-workers and the organization while fueling their growth along the way.

Engagement is the precursor to elite levels of sustained performance. Without it, the most you can expect are flashes of brilliance. Engagement has two different forms. First, who do you invite, or engage, to join you on the journey? Next, what do you do to ensure these people really care? How much they care about their work, their coworkers and the organization is largely up to you.

3 Reinvent Continuously

To routinely escape the bounds of the present and the known in pursuit of improved skills, methods and outcomes.

All progress is preceded by change. Change is at the heart of our role as leaders. Not change for change's sake — change in service of growth, performance and the vitality of our organization and those we lead. Change is not a distraction or an inconvenience; change is the primary lever at our disposal to determine our success, failure or irrelevance. We are responsible for and expected to help create and sustain positive change. Your present reality has been greatly influenced by your current and past practices. Therefore, if you want different outcomes, you'll need to change something. Reinvention is a core and reoccurring theme among the most successful leaders.



4 Value Results and Relationships

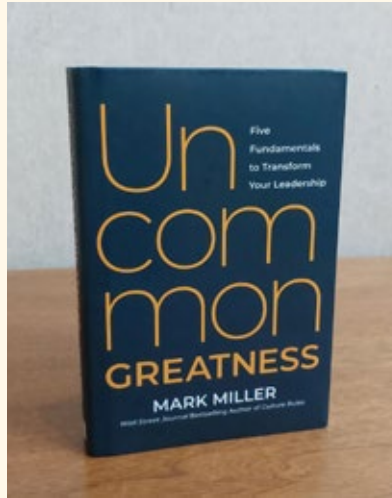
To successfully navigate the challenges of honoring those we lead while ensuring sustained levels of elite performance.

There is a way to maximize results and it's not what most leaders think. To focus exclusively on results will, over time, suboptimize them. The ability to focus on results and relationships is the key many leaders have been looking for. When leaders embrace both, tremendous power is released within an organization. This is the classic example of what the former Stanford professor, author and leadership expert Jim Collins calls the "genius of the and." There is tension inherent when you embrace both, and this tension should never be resolved — it must be managed. (Source: Jim Collins, Jerry Porras, *Built to Last*, New York: Harper Business Essentials, 2002)

5 Embody a Leader's Heart

To live and lead in a fashion that makes you a leader people want to follow.

Think about a leader whom you admire. What is it about them that brings them to mind? If you make a list of their attributes, I'm guessing you'll include something about their heart — traits, characteristics, or attributes that transcend their skill set. Yes, skills matter, but as we'll explore in more detail, skills alone are never sufficient. If your heart is not right, no one cares about your skills. In the book we



About the Book

Go from ordinary to extraordinary with "Uncommon Greatness: Five Fundamentals to Transform Your Leadership," the guidebook from a seasoned business leader and Wall Street Journal bestselling author Mark Miller.

Virtually every problem can be traced back to one root cause: leadership. Far too many leaders are struggling, merely maintaining the status quo and unable to find the way forward. What these leaders need is a

fresh take on how to unlock their full potential.

"Uncommon Greatness" is the key many leaders have been searching for their entire career. This book will reframe much of what you know about traditional leadership theory and practice, challenge some of your deeply held assumptions, and provide scores of practical and concrete ideas you can use today.

explore some traits and characteristics that will set you apart and be the real differentiator for Uncommon Leaders. Your heart can be developed, and it must be. Your efficacy as a leader hangs in the balance. If you fully embrace this Fundamental, you can become a leader people want to follow.

THE WORLD NEEDS YOU. The Fundamentals of Uncommon Leadership are the keys to unlock Uncommon Greatness in you and those around you. But to what end? Why should anyone want to accept the role and responsibility to lead others? Because you can change the world.

I have long talked about the power of leaders to change the world. However, in "Uncommon Greatness," I want to narrow my challenge. Don't think about changing the world. Think about how the ideas represented here can help you change *your* world.

When you change yours and I change mine, and leaders everywhere do the same, collectively, we can change the world. +



About the Author

Mark Miller is vice president of High Performance Leadership at Chick-fil-A, where he's worked for more than 40 years, starting out as an hourly team member in one restaurant. He has authored (and co-authored) nine books about leadership and culture, including "Lead Every Day," "Uncommon Greatness," "The Secret of Teams," "Win Every Day," "Win the Heart" and "Chess Not Checkers."



Randy Gravitt, chief encouragement officer of Lead Every Day, sat down with PCT to discuss the building blocks of a strong company culture, how leaders can empower their people and more.

PCT: Tell our readers about your company, Lead Every Day.

Gravitt: We started in 2014. We're passionate about leadership development and have been trying to encourage and equip leaders for well over a decade now. We connected with Arrow Exterminators in 2015, and it's been great to get to know them. Their culture is pretty amazing.

PCT: How would you define company culture?

Gravitt: Company culture is the beliefs, behaviors and values of everything that

makes up a company. You can either have a culture that's built by design, or you can have one that happens by default. We say there are three culture rules: You have to "aspire to," "amplify that" and then "adapt."

PCT: What are concrete ways a company can build culture?

Gravitt: The most important thing a leader can do is model what they want others to follow. People always watch the leader.

The leader also must decide on the culture he or she is trying to build and the vision. Then it needs to cascade from the top all

the way down to the newest team member. I don't know of a better way to do that than through communication. That's the oxygen of any organization. It's not enough to have it hanging on the break room wall. You need to have conversations with people, and there have to be clear expectations. Then there needs to be accountability. If we're not doing it, we need to be called out. We need to make heroes of the people who live out the culture the most. What gets rewarded gets repeated. If you have people who are not on board, they really stick out. At that point, we need to invite them to leave our team.

PCT: How can companies recruit employees that align with their culture?

Gravitt: So many organizations settle for acceptable talent when they should be pursuing exceptional talent. You can train for some of it, but you can identify exceptional talent in the selection process. If you're in the pest control business and you're just trying to find people who can pass a drug test, that's not what you're looking for. You want to find people who are going to be exceptional and live out the company's values.

We did research and talent work with 7,000 participants and found that top-talented people are typically looking for three things. They're looking for a good leader, somebody that sees them as a person as much as an employee. Second, they want a place where they can grow. They want a brighter future. A top-talent person is thinking about promotions and their future. Third, people are looking to be part of a bigger vision. Most of the time, high performers want to make a

difference as much as they want to make a living. If people aren't interested in those things in the interview, those are red flags.

PCT: Do you have advice for leadership to train B players up to an A level?

Gravitt: The expectation should be that everybody grows in an organization. There's real power in having a development plan for every person. That also goes back to making sure you have clear written expectations. There's role clarity and a clear path for them to get better. If they're not improving, then we need to call that out. Life is too short to settle for mediocrity.

PCT: How can younger leaders get staff with more tenure to follow them?

Gravitt: Approach your work as a learner as much as a leader. Don't just pretend you know everything. Humility goes a long way. Put yourself on the other side of the table and ask yourself what it's like. It could be hard for them to be led by someone younger. What's that other person thinking? What

can we learn from each other? If there's an issue, have conversations about it.

This generational divide sometimes is real, but it can be one of the best parts of the job if we lean into it. Rather than thinking how you can extract value from that 60-year-old, think about how you, as the 30-year-old leader, can add value to them. If they don't respond to that, then you've probably got the wrong person following.

PCT: What's your advice for a family business that wants to grow?

Gravitt: Start with what you're trying to do and go back to the vision. I've watched Arrow go from 400-500 employees when we started working with them to now around 3,500. They created 3,000 great jobs and a culture of winning for all those people. If we can understand that we're impacting more people, such as employees in our business and the people whose homes they go into every day, and make that part of our mission, every day that we show up, we're making the world better. +



Randy Gravitt

About Randy Gravitt

Randy Gravitt is a bestselling author, speaker and the CEO (chief encouragement officer) of Lead Every Day. His clients include Chick-fil-A, the Buffalo Bills and Fellowship of Christian Athletes. He also has served as a leadership speaker for Arrow Exterminators over the past decade. Randy's books include "Winning Begins at Home," "Finding Your Way" and "Unstuck." His podcast, The Lead Every Day Show, is listened to by leaders worldwide from over 150 countries. Randy has been married to his wife, Laura, for 38 years. He loves being a girl-dad to four daughters and a granddad to nine grandchildren.



Learn More Straight from Randy Gravitt

Visit <https://bit.ly/4eKW6pl> to watch videos of Randy Gravitt discussing servant leadership. **Recorded specifically for PCT's readers,** Gravitt reviews the fundamentals of leadership, how the best leaders celebrate others and make an impact in their lives and more!



Join the Arrow Family

Family-owned and operated since 1964, Atlanta-based Arrow Exterminators has grown to become the largest family-owned pest control company in the United States. Arrow attributes their success to passionate, highly trained team members who are committed to protecting not only our Family Culture, but everyone's quality of life...and doing it all with a Clear Conscience.

Davis Exterminators



"I learned the importance of treating my employees and customers like family from my father more than 50 years ago, and that philosophy has treated us extremely well over these many years."

Steve Davis
Davis Exterminators
Panama City, Florida

Spider Man Pest Control



"Arrow is a business focused on customers and family values, and that is why we selected them. We are giving our long-tenured employees the chance to grow in their careers with Arrow, and we are excited for their future."

Warren Remmey
Spider Man Pest Control
San Antonio, Texas

River City Termite & Pest Control



"I can tell Arrow has a special family culture, which was very important to me as I analyzed my options. I'm truly excited my employees will have many growth opportunities, and Arrow will be able to offer an expanded range of services to offer our customers."

Jeremy Seaton
River City Termite & Pest Control
Baton Rouge, Louisiana

Call today for your confidential conversation.

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