Re Understand Organizational and Personal Mission——After reading Naifei Culture Manual

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Abstract: Naifei company first attracted domestic attention is an American Drama House of cards in 2013.In 2018, Naifei surpassed Disney in market value and became the world's largest media company. As a global streaming media giant, Naifei's corporate culture has always been sought after. Starting with the eight principles of Naifei culture, this paper re understands the organizational and personal mission of modern enterprises, and discusses the application of Naifei culture in management.

Key words: Naifei Culture Manual; Corporate culture; Organizational mission; Personal mission

"Naifei Culture Manual" is written by Patty McCord, former chief talent officer of Naifei. It reveals the cultural norms of Naifei company. A great enterprise must have its cultural genes, which must precipitate gradually with the continuous development of business. Recently, I was reading Naifei culture manual and was deeply impressed by the eight cultural norms, which made me re understand the organizational and personal mission.

1 We only recruit adults

The author McCord said at the beginning, "a great team is such a team: Each of them knows where they are going and is willing to make efforts to do so. Building a great team does not depend on incentives, procedures and benefits. It depends on recruiting adults who are eager to accept challenges, and then clearly and continuously communicate with them what challenges they face."

In modern enterprises, many managers believe that if they want employees to improve productivity, they should first use bonuses to motivate them. They believe that high incentives produce high value. However, in Naifei's view, the motivation for employees to work hard does not lie in motivation, procedures or welfare benefits. The real motivation for employees' efforts lies in the process of accepting challenges, overcoming difficulties, achieving results and a sense of achievement.

With regard to "adults", the book gives a lot of descriptions of the behavior patterns of adults. They should have these characteristics:

(1) Clear work objectives. Mature employees have clear personal development goals, know where they want to go, and know what they want to achieve in the workplace.

(2) Willing to make efforts. With a career ideal, you must be able to put it into action. If there is only goal but no action, it is just empty talk, and strong execution is the key. Only with dreams, hard work and critical consciousness can we develop better.

Just as Inamori mentioned in the six improvements to sharpen his mind in the living law, "pay no less than anyone's efforts", study hard, work harder than anyone, and persevere, keep improving.

(3) Be brave to accept challenges. You will encounter difficulties in your work. If you are afraid of challenges and pressure, it is difficult for you to develop and grow. As adults, we should have the courage to face and accept challenges, overcome difficulties and forge ahead.

(4) Work is to solve problems. Everyone's needs are diverse. As mentioned in the motivation theory in psychology, motivation is people's conscious consciousness to pursue a certain expected purpose. Some work for material treatment, some work for value recognition. For Naifei, those who work for success are the adults it recognizes.

In Naifei, for such mature employees, what the enterprise should do is to create an environment for them to play, such as reducing the constraints of rules and regulations and giving them great room for free development. Clearly and continuously communicate with them about the challenges to be faced, so as to ensure that team members are efficient and everyone can move forward synchronously.

2 Let everyone understand the company's business

The author mentioned "how much value it will bring if all employees can have a unified understanding of the company's business". In Naifei, we pay great attention to cultivating the senior perspective of employees and making management and communication transparent. As a supervisor, we should clearly and comprehensively explain to each employee the reasons for the company's decision-making, how employees can participate in the realization of the company's objectives in the best way, and what obstacles the company is facing.

High performers can work better if they have a good understanding of the company's business. The book also mentions several measures, which I think are very valuable, such as: Establish a university for new employees and maintain a strong rhythm of communication; Two way communication to provide employees with the opportunity to ask questions to all managers; Let every employee know how the experience he brings to customers directly affects the company's profits; If you only choose one course for all employees of the company, please choose the basic knowledge of the company's business operation and customer service; The best benefit is to give employees the opportunity to better understand the business and customers.

This reminds us of work, top-level strategic approach and guiding ideology, middle-level understanding and implementation, and front-line employees' understanding and implementation. In the process of information transmission, there is attenuation. It is not easy for all employees to understand the strategic objectives of the enterprise and implement them correctly. A lot of work needs to be understood from

top to bottom and executed correctly.As the book says: "Only when employees can look at affairs from the perspective of senior managers, so as to feel that they have a real connection with the problems that must be solved at all levels and departments, can the company find the problems and opportunities in each link and take effective actions."

3 Only when you are absolutely honest can you get really efficient feedback

One of the most important requirements of Naifei is that employees talk about problems openly. Whether it is for grass-roots employees or senior managers, it is the same requirement. I hope employees can communicate honestly anytime and anywhere in the company. If you have an opinion on an employee or the company, you can communicate with the parties face to face. You don't want to talk about others behind their backs.

When reading this chapter, I thought of the French thinker Lenan's saying that "without freedom of thought, there is no science and no truth", and the Chinese writer Colin's saying that "sincerity is the only way to truth". Advocating "absolute sincerity" is not only applicable to Naifei, but also applicable to every organization. We work in the workplace. We should all be adults and have the ability to know the truth. In actual work, we try to avoid too much "human nature". In case of problems and errors, we directly feed back to others, which improves work efficiency and results.

4 Only facts can defend opinions

Everyone can have opinions, and many enterprises also encourage an open culture, but the fact is the fact. In most cases, there are not as many opinions. In Naifei, every employee can have his own point of view when encountering problems and defend his own opinions. However, opinions should always be based on facts. Opinions without facts are worthless. A great danger in business is: Some people win arguments because of their strong "Persuasion" rather than relying on factual views.

This is often the case around us, especially during the meeting. We can brainstorm and put forward our own ideas. However, when making decisions, we must be objective and rational and defend our views with facts.

5 Start building your future team now

Naifei attaches great importance to recruitment, and the importance of interview is higher than any determined meeting. This is to show respect for talents. Candidates are evaluating you just as you are evaluating them. McCord proposed: Employees can only be responsible for their own growth. Managers should not regard themselves as employees' career planners. The most important thing managers should do is to ensure that the company can produce good products and serve customers well. Therefore, it is necessary to constantly search for talents and reconfigure the team.

Measure how many talents with skills and experience should be the goal of an excellent team. Build a great team and finish the incredible work on time. Naifei encourages employees to try new things, make mistakes, not afraid to start again, and finally reap results.

6 The relationship between employees and positions is not matching, but highly matching

In Naifei's talent management concept, each post should recruit a highly matched person, not just a matched person. If a person's skills no longer match the job requirements, even very excellent talents should say goodbye. Retaining talent is not the goal of team building. The key indicator is whether a highly matched and future oriented team can be established.

In our human resources work, we need to have a pair of insight, recruit the right talents, let them go to the most suitable posts, and maximize personal value and organizational development.

7 Pay according to the value brought by employees

When Naifei measures a person's salary, he does not consider his previous salary level. If the employee is excellent, he should pay according to the value brought by the employee, not necessarily according to the internal salary standard, so as to protect the interests of the best contribution value. For on-the-job employees, Naifei will also measure the value of their jobs and provide the highest salary of the same position in the market. Naifei even encourages employees to go out for interviews, so that they can intuitively feel Naifei's salary competitiveness.

Naifei's salary system is also different from most companies. Timely salary is completely transparent. In Naifei, the salary system is completely transparent, and employees can understand the basis behind the salary difference. If you make more contributions, your salary will be high. If your contribution is low, your salary will naturally be low.

8 Say goodbye when you leave

Naifei believes that the company is a team rather than a home. Naifei establishes a two-way flow team. On the one hand, the company keeps searching for the best people in the market and the best match with Naifei; On the other hand, Naifei will not force his colleagues to stay. It is good to gather and disperse. He wants his employees to still feel that it is a great company after they leave. Naifei regards the company as a team, not a family. The goal of the team is to win. Whether the team can win the game is the only standard to measure the success of the team. Therefore, the coach will replace the players who can't create the best results in time.

Naifei believes that this method has more advantages than disadvantages for both employees and the company. For employees, they can know their real working status and competitiveness in time, and can make adjustments in time, so as not to waste time until they are

completely eliminated. In addition, if an employee's skills do not match his position, he will work very hard. At this time, he will get out in time to find a more suitable company and develop better.

Naifei's cultural norms are related to the nature of the enterprise. These norms are interdependent and promote each other to form an organic whole. These norms make people feel both warm and powerful. They are norms that stimulate human potential and humanistic thought, not relying on systems and administrative instructions. Of course, excellent corporate culture is not achieved overnight. It is also based on systems, rules and processes, solidified first and then optimized. To learn from the experience of others, we must restore it to its background in order to understand what can be learned and what can not be learned. At the same time, the key value of learning lies in application, reflection and improvement of our current work. For our modern enterprises, we need to pay attention to the changes of the external environment, customers and internal employees, remain vigilant and sharp, and embrace changes calmly at the same time.

References

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