

FOREWORD  
BY JOE CALLOWAY

You can't *not* have a culture.

Think about that.

Culture is my hot button. I believe that culture is the primary reason for the success or failure of most businesses. That's why it's vitally important for you to realize that you can't *not* have a culture.

You have a culture, and it's running your business right now.

The question is this: Is your culture by default or by design?

The biggest failure of most business leaders is that they aren't intentional about their companies' cultures. They've just let a culture *happen*. The leaders of these companies stay awake at night wondering why, with the people and resources they presently have, they aren't doing better.

Here's why: it's culture.

Fix it, and you'll do better—way better.

It takes a *lot* of work to build the right culture, but it's worth the work, because if you don't get culture right, you're going to fail. If, however, you do build and sustain a culture that works, you will almost certainly succeed.

That's a pretty bold statement, and I make it with absolute confidence.

I've got over thirty years' experience in studying why companies succeed and fail, and in passing those lessons along to the business world through my books, consulting, and speaking at corporate events. I also owned a restaurant for ten years and am presently involved in two start-ups (a snowboard company

and an entertainment company), and I'm a partner in a real estate development company.

Business endeavors will do well or go bust for any number of reasons, but if we don't get culture right in each of them, they don't stand a chance.

Because I write books on business success, I know how many of them are out there. The list is endless. If you're in a bookstore right now, and you picked up this book just to take a look, I know full well that you've got hundreds of other choices right in front of you. If you go home and go to amazon.com, they offer 1,565,878 books on business. There are books on leadership, management, motivation, process, infrastructure, systems, planning, communication . . . it goes on forever.

Trust me, this is the one. This is the book.

You're about to read something that can change everything. I assure you that I'm choosing those words with absolute intention: *this book can change everything.*

You don't have to do it exactly the way Arnie did it in his business, although my personal opinion is that the way he did it is about as good as it gets. But, as Arnie says in the book, *do something.*

Because I'm an author and speaker and I've had some success at it, people sometimes quote me.

. . . I quote Arnie Malham.

After reading this book, I'm going to be quoting him a lot more.

To me, the ideas in this book are so compelling that they transcend "Why would we do this?" They come under the category of "Why in the world *would we not* do this?" You have no good reason not to begin to make your culture rock—beginning now.

The beauty and power of Arnie's message about culture is that it's so simple. That's not to say that it's easy. It takes a ton of work

and a lot of courage to do the kinds of things that Arnie's done with cj Advertising.

But it's not complicated. It just boils down to whether or not you choose to do it.

Read Arnie's book, take a deep breath, find your courage, and do it. You'll look back on it as one of the best decisions you ever made.

It's worth doing wrong.

—Joe Calloway, author, *Be the Best at What Matters Most*