

A CULTURAL BLUEPRINT POST COVID

*THE CULTURAL ATTRIBUTES A TEAM REQUIRES TO
REBOUND STRONGLY POST COVID FOR LEADERS OF TEAMS*



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*There is no rule book for COVID, but history provides a great rule book
for what it takes to navigate a changing and uncertain World*

- David Stewart

**There is no question that the World is at an Inflection Point.
Throughout history inflection points have defined our future.
To rebound strongly not only is a clear strategic roadmap
forward required, but so too is having the right cultural attributes
to navigate a changing and uncertain World
Agility – Speed – Alignment**

INTRODUCTION

History provides some good lessons for leaders of teams on how to rebound strongly from difficult times. COVID is a once in a lifetime event that has impacted every organisation around the globe and will require teams to adapt and change. The ability for any team to successfully navigate an uncertain future comes down to a Leaders ability to Lead and Influence Team Culture. There is no question that COVID has placed the World at an Inflection Point. History has shown that inflection points always generate unpredictable changes and new trends. Indeed, inflection points have shaped our history. So, any leader of any team cannot assume a “steady as we go” mindset as the World evolves post COVID. Our World has and will change forever as a result of COVID, hence requiring teams to have the ability to navigate, respond and adapt to a changing World. This is as much a team culture requirement as it is for having the right strategy.

CONTEXT – INFLECTION POINTS

THROUGHOUT HISTORY INFLECTION POINTS HAVE DEFINED THE FUTURE

An inflection point is an event that results in significant change in the progress of a company, sector, economy, community, or geopolitical situation with either positive or negative results that were not foreseen. COVID-19 has done just this on many levels (Political, Commerce, Healthcare, Community, Financial, Education, Communication, Families and Liveability)

SOME RECENT EXAMPLES HOW INFLECTION POINTS HAVE SHAPED OUR FUTURE:

Post WW2:

Rebuilding the World post World War 2 was in part fuelled by the “industrial mechanisation” that was undertaken to respond to the War. It introduced a new World of atomic energy, jet propulsion, mass production and rapid communication. This saw:

- **The rise of modern management theory** leading to new business thinking and the quality movement resulting in the expansion of Japanese Quality Management brands such as Toyota, Sanyo, Panasonic
- **The impact of TV** and new era of advertising and family entertainment
- **The birth of the Baby Boomer Generation** and their challenging of the status quo, rise of civil liberties, and people protest movements
- **European Mass Migration** and their impact on cultures around the World
The rise of Rock n Roll and all that it stood for & challenged
- **Shopping Malls** and large shopping centre became the new way of shopping and entertainment, including supermarket, frozen foods, and packaged consumer goods
- **Franchising Model** emerged as a means to grow (globally) Rapid Consumer Foods and Goods
- **Kitchen and home appliances** become the next generation of “must have” home items

POST THE 1989 RECESSION:

The start of the technological boom commenced in 1989 when Tim Berners-Lee wrote a paper proposing an information management system, that would go on to totally change the World over the next two decades.

- **The rise of digitisation** and the impact of the World Wide Web would have on the World, leading to a new era of global mega Brands such as Google, Microsoft, Dell, and Apple
- **Email rapidly changed** the way we communicated
- **Cordless mobile phones** changed the way we communicated
- **The rapid expansion**, application and uptake of personal computers
The fall of the Berlin Wall and its impact on Globalisation, including the rise of China and fall of Eastern Europe Communism
- **The 9/11 Attacks** and the impact they had on global politics and airline safety

THE 2008 GLOBAL FINANCIAL CRISIS (GFC):

The GFC not only shook up the Financial World – it also precipitated the emergence of disruptors and start-ups who could rapidly innovate, launch, and deploy in a manner that left large hierarchical organisation slow to respond and impotent to the changing landscape. It led to

- **The explosion of social media platforms** and the influence it would have (Facebook, LinkedIn, Twitter, YouTube, Instagram)
- **The rise of disruptors** on established business models (Uber, Airbnb, Spotify, Netflix, eBay, Amazon, WhatsApp, Square, After Pay, Menu Log to name a few)
- **The change in buyer behaviour to online**, and the need to communicate through both traditional and digital channels to reach consumers
- **The uptake of Cheap airline travel** (no frills)
- **The 24/7 News Cycle**, and story sharing of influencers lived experiences on social media platforms

It took radio 38 years to reach its first 50 million users.

Television took 13 years.

The World Wide Web 4 years.

Facebook just 2 years.

What is next?

POST COVID WHAT ARE SOME LIKELY TRENDS:

Of course, nothing is certain, but some recent trends and early warning signs suggest

- **A refocus and genuine commitment to the environment** by governments and business (Full circle economy, reduction in greenhouse gases, meaningful targets, and government commitments)
- **A stronger social responsibility agenda** and commitment to diversity, fairness, and equality (ESG Commitment from businesses, B Corp Accreditation, Transparent supply chains)
- **A re-found connection to “localisation”** and local community connection
Changes to how and where people want to live and work – liveability
- **A rethink of global supply chains** (China, Brexit, click economy, casualisation of workforce)

SO, WHAT DOES AN INFLECTION POINT MEAN FROM A TEAM CULTURE PERSPECTIVE?

Humans think in linear patterns, trends up and down. Throughout human history inflection points have defined the future. Whilst they are unpredictable, once they occur, organisations need to culturally prepare for, identify and adapt to a new, evolving, and uncertain World. This is as much a cultural and it is strategic issue for leaders to navigate. Any rebound journey will be formative by nature as the inevitable new trends, risks and opportunities evolve. AGILITY – ALIGNMENT – SPEED are the required attributes to be developed and overseen by Leaders

The World is littered with Organisations whose leaders were unable to adapt their business model and culturally respond quickly enough to a new World post an inflection point. These include Brands such as: Blockbuster, Kodak, Pan Am, Blackberry, Nokia, Polaroid, Borders, Toys R Us, My Space, Motorola

What follows are five cultural attributes required for any team to rebound strongly post COVID

	Five Cultural Attributes Required for any Team to Rebound Strongly Post COVID
1	A Mission Centred Team who are Committed to & Passionate to what the Organisation Stands For
2	A common Forward Road Map for Thinking that aligns the team and can be locally applied
3	Views emotions as natural and forms part of the coaching dynamic
4	Identifies challenges and looks for ways to overcome them
5	Focus is on performance

**Let's explore each of them in
more detail.**

1. A MISSION CENTRED TEAM WHO ARE COMMITTED & PASSIONATE TO WHAT THE ORGANISATION STANDS FOR

Mission centred businesses have a propensity to rebound more quickly from a crisis.

Having a clear sense of purpose (what an organisation stands for) helps cultivate and engage employees. It also helps attract loyal customers who are more likely to stick with you. It also helps any organisation transition and transform in an aligned way.

In a crisis having an authentic and clear purpose helps the leadership team link and connect their communications with their staff in a more meaningful and aligned way, whilst also connecting with what is happening with the outside World.

Having a clear, transparent, and often stated purpose is a window to the culture of any organisation.

But it needs to be authentic in that it must be obvious to all stakeholders that it is actually lived, believed and breathed by staff. During the COVID-19 Pandemic many brands promoted messages of “We are here for you in your time of need” without any tangible evidence of what this means or what specifically they are doing. Empty promises and commitments always lead to an increased sense of scepticism by consumers and damages any brand building activities.

There are five ways to build a deep sense of cultural commitment to the purpose of the organisation – these include:

- 1. Regularly Test the Authenticity of the Purpose** with the staff. A good question for leaders to ask is whether the staff believe the organisation is living up to its stated purpose. Ask the staff to share their feedback on their views, and ensure they also listen to the voice of customers, to hear the lived experiences of their dealings with the organisation
- 2. Engage the staff in regular discussions** on where the Purpose is tracking well, and where it could be improved. It is in these conversations that a sense of commitment and local ownership is fuelled by Leaders and Managers. These discussions symbolise that the purpose is important and needs collective ownership

3. **Capture and Share Stories** of how staff are bringing the Purpose to life. This will highlight good practice and great examples of how team members pursue the local application of the organisations Purpose, Mission and Values. **Storytelling is a crucial leadership technique to build a mission centred team commitment**

4. **Case Study Good Practice & Share Testimonials** of Impact with Staff. Whilst this is another form of storytelling it helps link and makes real what staff do at a local level and the impact they can make to the lived experiences of customers and key stakeholders. Case studies are a great way to link what the organisation stands for and myth bust any underlying scepticism

5. **Turn Authentic Stories into Constant Stories**, especially linking to Mid-Level Managers and Front-Line Leaders, as they are the day in day out decision makers and influencers. They are the ones who bring a Purpose and Mission to life at a local level. Constant, relentless, and ongoing communications and showcases will highlight the importance of what they do, the impact they make, and what the desired behaviours are.

The Implications for Culture

The authenticity of an organisations Purpose is always revealed in the stories of lived experiences as told by leaders, staff, and customers. Storytelling is the link between “spin” and “authenticity.” A **One message, many voices, locally applied campaign requires cultural leadership and commitment from the Executive Team**, not just spasmodic campaigns, or episodic activities from marketing. It must form the epicentre of any induction, staff communications, and reward and recognition system.

The 4 Tips in Pursuing an Authentic Purpose Driven Organisation	
1	Engage the Staff in how you are tracking in your Purpose Regularly
2	Capture and Share Good Practices of how Staff bring the Purpose to Life locally
3	Highlight the need for Authenticity and Linkage in Everything You Do – Alignment Key
4	Constant Staff Communications, Recognition and Storytelling is Key

2. A COMMON FORWARD ROAD MAP FOR THINKING THAT ALIGNS THE TEAM AND CAN BE LOCALLY APPLIED

A common strategic framework for thinking and communicating is key. It needs to be flexible in its approach, in order to navigate the inevitable new trends, risks and opportunities. Any strategic plan during times of uncertainty must be formative by nature and requires the collective input from all layers of staff and leaders. This is an important ingredient for cultural alignment. A Common framework for thinking that can be applied at both macro (organisation wide) and micro (department specific) levels helps generate a common language vernacular across teams.

By creating a common strategic framework, it helps develop:

- A predisposition to be externally focused
- A framework to conduct scenario planning
- A methodology to identify and act on early trends, risks, and opportunities
- Important symbolic permission by leaders for staff to challenge the status quo
- A method to engage and empower staff to undertake a co-designed approach to business planning, innovation and problem solving

There are five ways to build a deep sense of cultural commitment to the purpose of the organisation – these include:

The Horizons for Thinking Model is a simple yet effective framework to use. Its power is in its simplicity and can be easily adapted into any organisational setting. It just requires local customisation and interpretation for local use

The Three Horizons for Thinking Framework:

The three horizons of thinking framework has been used by many organisations over the years to help break up strategic thinking into three distinct categories.

Horizon 1: Deals with the here and now.

As the World moves out of COVID teams will need to re-engage and re-socialise with each other to re-start the business in 2021. Typically, Horizon 1 deals with the “knowns” and starts the exploration of challenging the status quo, refreshing and renewing business models, being prepared to divest the organisation of past practices, services, processes, products and structures. It is important to initially focus on the “hygiene factors” of the team including: Roles, responsibilities, team rules, communication mechanisms, P&C policies, flexible v onsite working requirements and team disciplines. These are never to be ignored or glossed over.

Horizon 2: Focuses 18 months to two years ahead.

This is where new trends, risks and opportunities start to appear post any Inflection Point. It is in this section that scenario and “what if” planning takes place. It engages staff in key discussions around what they are seeing and predicting and allows for a “many eyes on the horizon” mindset. By doing scenario and risk assessment planning it helps prepare the organisation to be agile and mindful to the World around them. Becoming “agile and adaptable” ready is critical to navigate and pivot quickly in an uncertain and rapidly changing World.

Horizon 3: Focuses 3 to 5 years out once new trends start to emerge.

Any strategic content is formative by nature, and thus requires some time to fully formulate and lock in. The lessons learnt, scenarios that play out, and the new trends observed during the previous Horizons will help inform the content in Horizon 3. By ensuring a team is aligned and on the same strategic page is key for the future success and survival of the organisation

THREE HORIZONS FOR THINKING FRAMEWORK SUMMARY		
H1 Deals with Immediate	H2 18 Months – 2 Years	H3 3-5 Year Quest
<ul style="list-style-type: none"> ● Short term Survival & Immediate Future thinking ● Scenario Planning ● Kick Start ‘Business As Usual’ ● Re-engage & re-socialise team members ● Renew, review, refresh, reaffirm immediate priorities, objectives, roles & responsibilities ● Preserve & Protect Vs Divest Thinking (challenge Status Quo) ● Review key P&C Policies ● Engage customers & stakeholders 	<ul style="list-style-type: none"> ● New & Evolving Trends ● Scenario Planning (Risks and Potential Opportunities) ● Identify Fast Emerging Trends ● Build Front Line Leader Skills Capability & Capacity ● Broaden Decision Making and Empowerment – Networked Teams – away from hierarchical structures ● Review & rethink supply chains ● Observe Competitor Activity and New Entrants 	<ul style="list-style-type: none"> ● R&D ● M&A ● Be Agile to Trial & Pursue New Trends ● New Business Model(s) ● Build FLL Capability ● Develop Next Generation Team Members & Skills Leadership Succession ● Explore Business Adjacencies ● Invest in & Leverage Technology ● Set some bold and audacious goals

Implications for Culture:

Having a common strategic framework has the following cultural implications:

Alignment

A common framework and language helps align the organisation, whilst also helping link teams and remove silo thinking

Agility

By having an eye on the external world and creating different scenarios, it provides a platform for teams to navigate and respond to the inevitable risks and opportunities

Speed

A sense of urgency works when there is an understanding of why there is a need to adapt and change, and it has been predicted. Staff are quite open to change when they are engaged and part of the process, but not so when change is simply done to them

Confidence

Having an aligned, known and locally applied forward road map provides a sense of confidence and comfort in an uncertain and unpredictable World. This greatly helps creativity and problem solving at a local level. As the old saying goes “If you think you can you are absolutely right – if you think you cannot you are absolutely right.”

*Luck is where preparation
meets opportunity*

3. LEADERS WHO ROLE MODEL RESILIENCE AND OPTIMISM

- **Resilience and Optimism starts with the Top Leadership.**

How they act, behave, and respond in an uncertain World will set the cultural tone and the team behaviours to adopt. Getting the balance right is also important – as setbacks and challenges need to be acknowledged, whilst at the same time opportunities and achievements recognised and encouraged. The one quality that helps any team navigate uncertain times is a sense of unity and confidence. Unity in that together the team will get through uncertain times, and Confidence that the right team and leadership is in place to prevail in the years to come.

- **Resilience:**

The quality of being able to return quickly to a previous good condition after problems

- **Optimism:**

The quality of being full of hope and emphasizing the good parts of a situation, or a belief that something good will happen

In July of 2019 Harvard Business Review highlighted four cultural qualities resilient teams have in common:

The quality of being full of hope and emphasizing the good parts of a situation, or a belief that something good will happen

1. They believe they can effectively complete tasks together

This is a good barometer to check in how confident and aligned team members are with each other

2. They share a common mental model of teamwork

Teamwork is an outcome of many inputs. How a team works effectively together needs to be known, practiced, and understood. Teamwork is the responsibility of all team members

3. They are able to improvise

Being proactive to resourcefully see and act on issues and solve problems as and when they arise is an outcome of how the team is being led, managed, and measured.

4. They trust one another and feel safe

Trust is an outcome of lived experiences. How the team work together and support each other is crucial to building team resilience. Team members must feel they are valued and important members of the team

Having worked with the Leadership Team(s) of many organisations over the years to help instil a sense of resilience and optimism, we have identified the following leadership behaviours as being good builders of Resilience and Optimism. Whilst not definitive, they have proved to be effective

Resilience	Optimism
<ul style="list-style-type: none"> ● Persistent under difficult circumstances (above the line thinking & attitude) ● Proactively respond to changing situations & acknowledge setbacks (keep it factual & real) ● Be self-aware of team members feelings (tune in to their needs) ● Self-regulate temperament. Be supportive and encouraging ● Actively support the personal needs of team members – (Everyone has a Front Yard & Back Yard) ● Live the shared values of the Organisation and demonstrate a belief in our purpose ● Ensure safety or wellbeing is never compromised 	<ul style="list-style-type: none"> ● Express gratitude and be interested in others ● Volunteer your time and effort if asked ● Smile and have a positive energy – a Leaders energy always precedes them ● Understand a leader’s role is about people ● Embrace collaboration & commit to the team ● Be future focused and optimistic about it ● Back words with actions – can be relied upon to deliver ● Be flexible and adaptable, things will change – everything is temporary

Implications for Culture:

Leaders are responsible for their team culture. The number one influencer on team dynamics is how the leader acts and behaves. This sets the tone for the team dynamics, but also highlights what is expected and how staff are required to act. Navigating uncertain times requires bucket loads of resilience and optimism from all team members, and this starts with the Leader.

There will be setbacks and challenges which need to be acknowledged, but also there will be achievements and advancements which need to be recognised and celebrated. Resilience and Optimism is something that should be discussed, encouraged, and explored by the team

*People will forget what you said,
 People will forget what you did,
 But people will never forget
 how you made them feel
 – Maya Angelou*

4. A PREDISPOSITION & EXPECTATION TO CHALLENGE THE STATUS QUO, PURSUE EXCELLENCE & CONTINUOUS IMPROVEMENT

The World will become increasingly more competitive, complex, and transparent post COVID. Mediocre performers who cannot adapt and improve will struggle to survive. **Excellence is not optional – it is an expectation.** For organisations to continually grow and evolve there must be an appetite to pursue excellence or continuous improvement by the leadership team. Nothing stands still. Post any global event history highlights the pace of change accelerates and the existing paradigms of how we work and live are always challenged. Since the industrial revolution, every 7-10 years, around 30% of job roles have been invented, often fuelled by technology, mechanical innovations, and lifestyle advancements. Culturally this means any organisation must have a commitment to pursue excellence and continually improve. Survival post COVID means there can be no room for mediocre performance or disengaged and disenfranchised staff.

Excellence requires a leadership commitment to define it, measure it and consistently pursue it in a manner which is understood, observable and valued. Excellence reveals itself in an ability to consistently deliver superior product or service performance. The pursuit of Excellence or Continuous Improvement involves the engagement and commitment of the entire organisation and therefore is a culture issue!

Cultural Qualities Required to Pursue Operational Excellence & Continuous Improvement
<p>Operational Excellence is typically characterized by 5 qualities:</p> <ul style="list-style-type: none"> ● Customer experience levels exceeding industry standards (Brand and Staff Values Alignment) ● Sustained higher Commercial Outcomes (Market Share / Growth in Turnover / Margins) ● Higher levels of staff engagement (Culture) ● Leaders and Managers committed to continual improvement (what is valued) ● Only one AGREED & DISCIPLINED way of doing things – that delivers the Up-Front Promises and Lived Experiences CONSISTENTLY (Disciplines) <p style="text-align: right;">- Institute For Operational Excellence</p>

***Culturally The Pursuit Of Operational Excellence Presents
Itself In Seven Areas:***

1. The Safety and well-being of staff and the community (without compromise)
2. Providing value add to customers (be it price, experience, consistency, reliability, or value add)
3. Growth in Market share, sales, visitation, or use
4. Speed of bringing new concepts and innovations to market (from ideation to launch)
5. Consistency, reliability and availability of services and products
6. Ease of doing business (hassle free lived experience)
7. An Appetite for superior performance by Leaders, Front-Line Leaders, and Colleagues throughout the entire supply chain

Often Operational Excellence initiatives fail due to: A lack of leadership commitment, an unclear or inconsistent understanding and definition of what excellence means by local leaders, a detachment or misalignment between departments (lack of familiarity), either no meaningful data to measure progress or the data is too complex to interpret, little progress is seen, rewarded or measured (leading to change fatigue), too many competing priorities (nothing gets done), excellence is seen as someone else's responsibility, or finally siloed management structures and thinking

***ALL OF THE ABOVE CAN BE LINKED TO
ORGANISATIONAL CULTURE.***

IMPLICATIONS FOR CULTURE:

There are three core behaviours for all staff to be encouraged to adopt which will help fuel a mindset of excellence or continuous improvement

- **An ability to proactively see issues and act or resolve them before they get away**
- **An ability to innovate or problem solve in order to improve performance**
- **An ability to engage, coach and influence colleagues and suppliers**

These are behaviours which require Coaching by Front-Line Leaders, and champions on the ground to help role model and showcase what is expected and deemed acceptable

5. AN ABILITY TO ALIGN, ADAPT AND PIVOT QUICKLY TO A RAPIDLY CHANGING AND UNCERTAIN WORLD

Make no mistake, there is going to be massive changes and innovations to the World over the next five years. That is guaranteed. It is culturally imperative that organisations prepare their staff for these unprecedented and uncertain times.

“It is not the strongest of species that survive, nor the most intelligent, but the most responsive to change”
- Charles Darwin

In recent times business disrupters that were successful often targeted markets which were dominated by large hierarchical organisations that were slow to respond and unable to quickly pivot to the new market trends. By implementing the previous four cultural pillars, it provides the necessary ingredients to help organisations ensure they can align, adapt and pivot quickly to navigate a changing and uncertain World.

Alignment requires an organisation to have a strong familiarity amongst its network of teams. This much more than having a cursory understanding of each other, but a deep and knowledgeable linkage on how they work with each other to ensure a seamless performance outcome. Alignment is something which must be worked at continuously. Myth busting perceptions, understanding roles and responsibilities, and being acquainted with how success is measured, and the impact other teams can have on the performance of a team (by what they do and do not do) is all part of building alignment

An ability to Adapt starts with scenario planning, and then closely measuring and monitoring trends in a meaningful, ongoing, and real time way. This should form part of regular team communications and meetings, so together feedback loops are being put in place to report on, plan and share rising and falling risks, opportunities, and new information. As a rule of the thumb, during times of uncertainty, every 100 days there should be things which the team have achieved, things which have been missed and learnt, and new information and trends evolving. This dynamic should form part of any weekly, monthly, and quarterly team updates and strategy sessions. There needs to be a balance between “working in” the business and taking disciplined time out to look around and “work on” the business. That way there is a mechanism to engage the team and prepare for, and act on what needs to be adapted.

The ability to Pivot Quickly requires a sense of urgency and responsiveness. A “yes we might” mindset needs to be adopted by leaders. However, this presupposes staff have the capability and capacity to pivot to new roles, adopt new skill sets, deliver new service offers, or understand new technical information. As part of building the organisations ability to quickly pivot is a need to predict, prepare, train for and practice what it is the organisation is pivoting to. Typically, this will require an L&D process that includes:

- Shadowing and learning what colleagues do in their roles
- Giving time for staff to multi skill (practice, rehearse and role play scenario’s)
- Identifying no more than three core skills or behaviours which staff will need to be competent in
- Providing enough lead time to prepare for any pivot
- Requiring staff to cross train their colleagues in what their role entails and the necessary skills and attributes to execute successfully
- Sharing business knowledge in order to build local business acumen

An ability to align, adapt and pivot quickly happens by design. It links the Horizons of Business thinking framework with the cultural foundations being led by the leadership team and Front-Line Leaders. To drive this, it needs to be inculcated into the Reward and Recognition System to encourage and fuel the desired behaviours which include:

- Fostering a sense of urgency (speed)
- Proactively engaging with other teams (build familiarity)
- Proactive Problem Solving (via networked teams)
- Collaboration and Co-operation amongst colleagues (remove silo’s)
- Cross departmental sharing of ideas, innovations, emerging risks, and opportunities (alignment)

IMPLICATIONS FOR CULTURE:

Developing an ongoing narrative on the need to align, adapt and quickly pivot is an important precursor to what might lie ahead. It is important for work teams to process in their own minds what it is they need to prepare for to successfully navigate and leverage the inevitable risks and opportunities that will arise over the next three to five years. By actively encouraging and highlighting continuously the need for alignment, adaptability, and the ability to pivot quickly to the new World order, it helps provide a mechanism to gives teams permission to adapt, and the expectation that any future success can only be achieved by working together.

Alignment, Adaption and Ability to Quickly Pivot is a cultural competency which is critical to successfully navigate a rapidly changing and uncertain World.

***“The key to success is often the ability to adapt”
- Confucius***

FINALLY

This blueprint is based on over thirty years' experience and research of working with small and large organisations that have stood the test of time. It is by no means definitive, as each team will apply their own unique approach to navigating the future. But what we do know, the next decade post COVID will have a series of known and unknown challenges and opportunities to navigate. The key is to culturally prepare a team for this journey.

May the next five years be challenging, exhilarating, frustrating, rewarding and fulfilling – as this is the nature of a changing World. The right team culture coupled with a clear and aligned business strategy will provide a sound platform for hope and optimism for the future, by empowering and preparing the next generation to pursue the future.

There is no rule book for COVID, but history provides a great rule book for what it takes to navigate a changing and uncertain World

***“A positive team culture always precedes team success”
- David Stewart***

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FACTA NON VERBA, DEEDS NOT WORDS

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