

URL: <https://ecorner.stanford.edu/clips/what-defines-culture/>

Clara Shih, CEO of Salesforce AI, observes that a company's culture can be defined by what bad behavior they fire people for and what they tolerate. She also encourages founders to consider how whom and what they publicly celebrate shapes culture.



## Transcript

- You talked about the culture in your company, 00:00:07,380 what are the levers that you used to influence the culture that you wanted in your company? - Yes, I love that.. 00:00:13,590 So, I mean, for really bad things, it's who you fire for what offense versus what you tolerate.. You know, culture is the worst behavior, is often defined by the worst behavior you tolerate.. Another one is who do you publicly celebrate based on, is it for closing the big deal? Is it for helping out their teammates? Our first sales person that we hired, he actually turned down a very big deal with a prospective customer that would've netted him a lot of money in commission because he knew that the product wasn't gonna be a good fit for that customer.. And like, he had a lot of personal financial gain to had, but he walked away from that.. And we kept storytelling around that for years after to reinforce one of Hearsay's company values of putting the customer first...