



# How Culture Drives Business Success

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- Attend 90% of the session
- Fill out the online evaluation



Brian Calcagno

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# How Culture Drives Business Success

Key Learnings from the Procore Story



**What are some  
of your people-  
related  
challenges?**



## Current State of Industry

### Challenges

- Labor Shortages
- Generational Differences
- Workforce Development & Management

### Emerging

- Digital Transformation
- Data & Analytics
- Innovative Ways of Working



**We Relate**



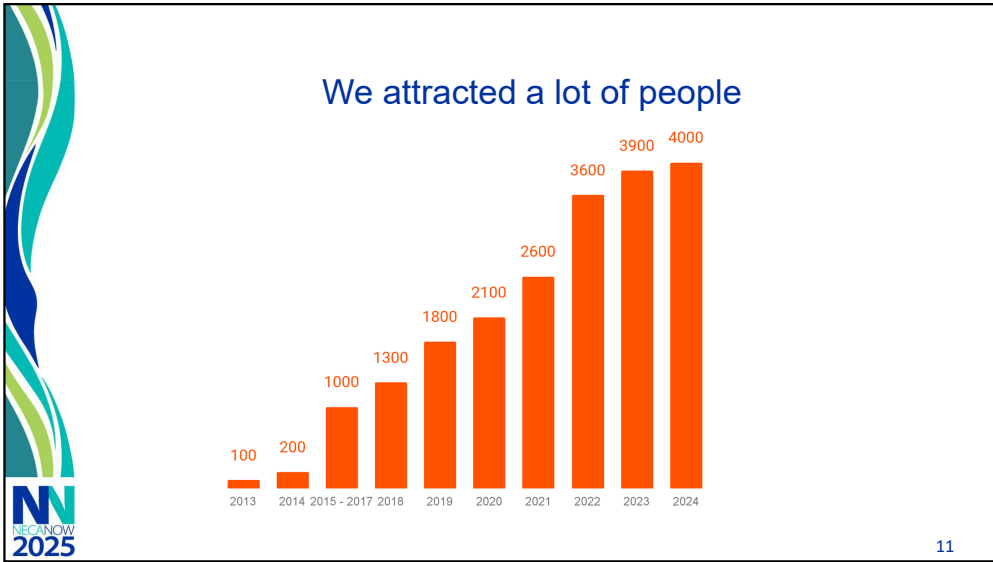
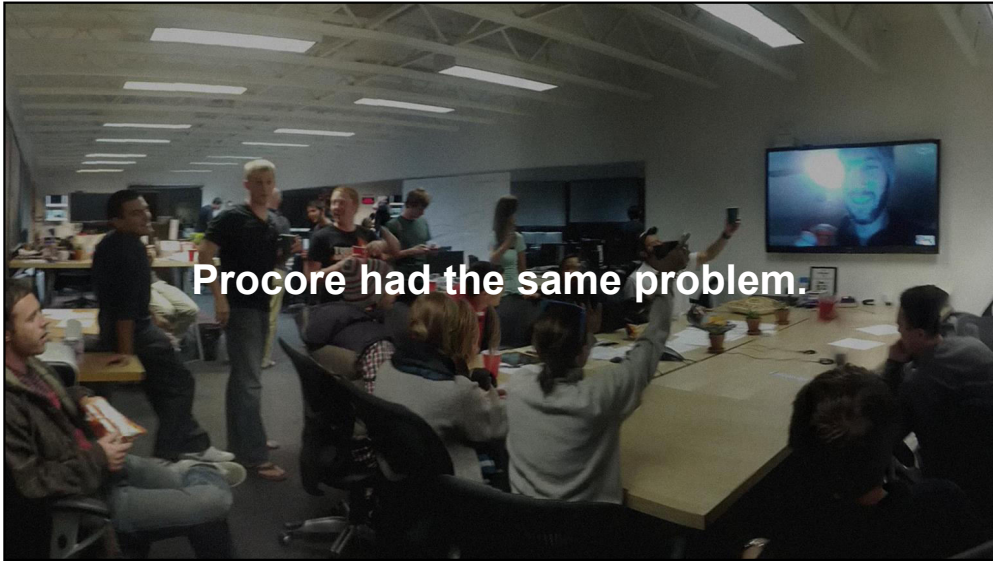
## The “HOW”

- It's the collective beliefs & values of your people and is manifested in everyday behaviors & systems
- It's how decisions are made, how people collaborate and how people motivate each other

## The Results

- When done well, initiatives are more successful and expected benefits are realized
- Change becomes a strategic capability that helps build organizational agility





### OUR VALUES

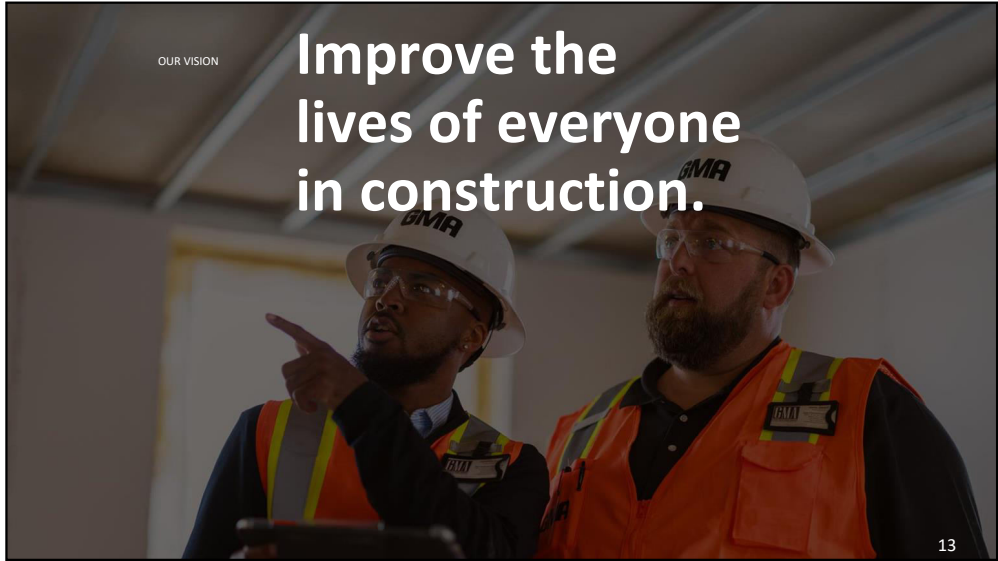
**Optimism**  
Build toward the possible.

**Openness**  
Be honest without ego.

**Ownership**  
Take initiative, and move forward.

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Culture is now part of our strategy to address key challenges.



ATTRACTION  
(2014)



CULTURE = \$\$\$  
(2017)



EXECUTION  
(2019)



COVID-19  
(2020)

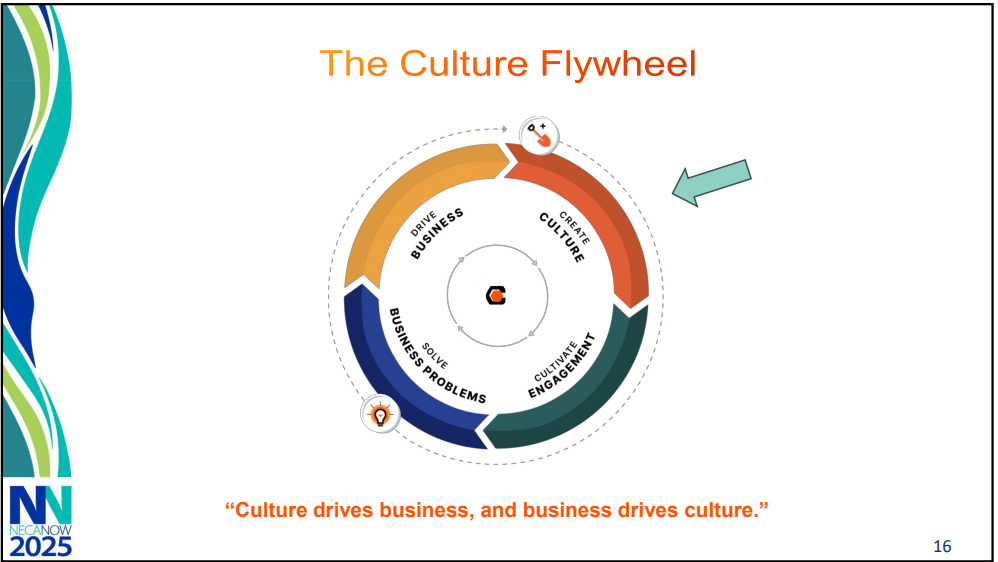
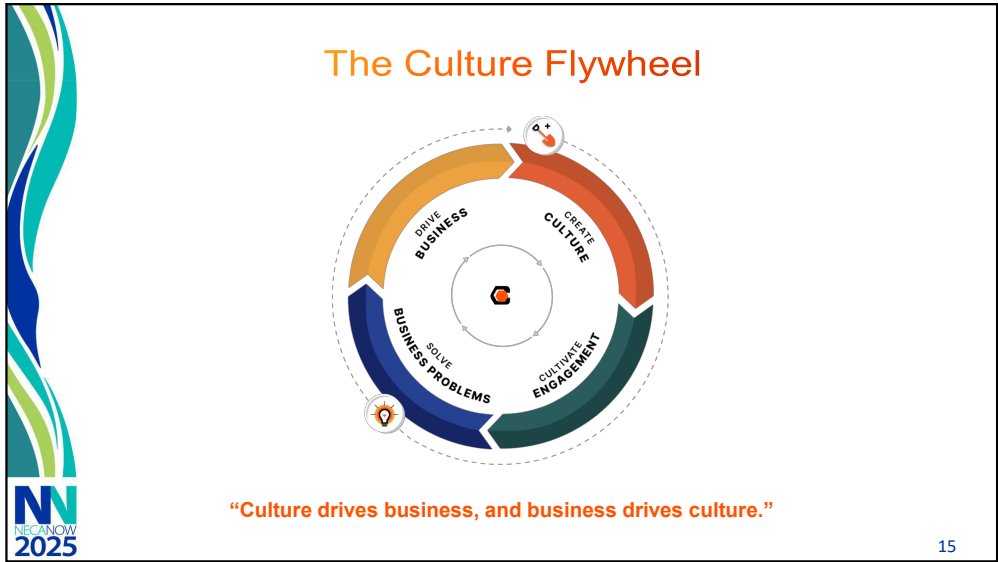


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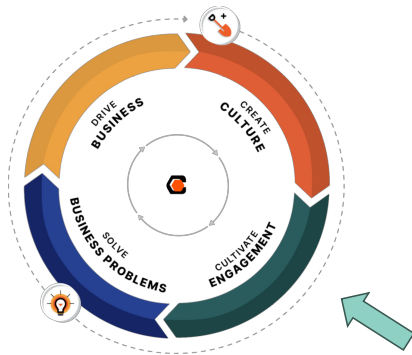


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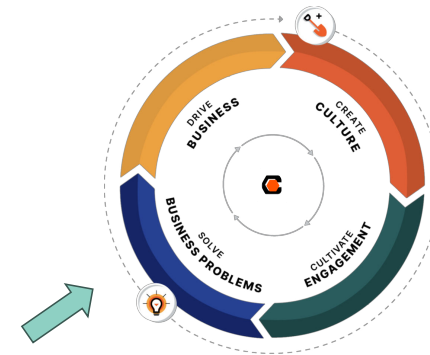
## The Culture Flywheel



"Culture drives business, and business drives culture."

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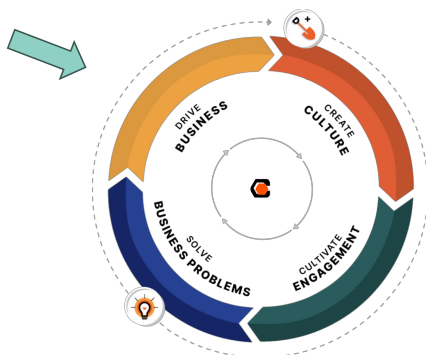
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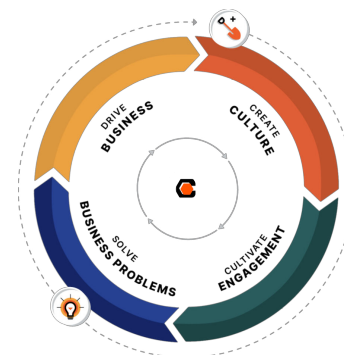
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## Where are you on the flywheel?



"Culture drives business, and business drives culture."

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The Opportunity:  
Create an engaged  
culture and **foster high  
performing teams**

## Culture is...



### Personality of the organization

Company culture is the shared values and practices and how those shape the ethos or 'personality' of a company.



### Key to attraction/retention

Company culture is expressed in the ways employees work together, how decisions are made, the strategy and vision of the company.



### Competitive advantage

Healthy company culture directly impacts engagement. Highly engaged teams show 21% greater profitability



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## Being Intentional

### ☀️ Unconscious Culture

- + Lack of clarity around culture
- + Vision, Mission are non-existent or, if they are written, not unique
- + Unstated values or values that are not consistent with employee experience
- + Little or no cultural training for employees
- + Employee experiences vary from manager to manager and location to location

### ⚙️ Conscious Culture

- + Leadership is clear about unique culture
- + The Vision is attracting candidates
- + Values are well defined and tied to behaviors and employees are evaluated
- + Significant onboarding regarding culture
- + Managers are trained on the behaviors expected and are given regular feedback on their performance with regard to these expectations



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## An Organization's Culture Journey

**DRIVE IT**  
"Culture Drives Business"

**LIVE IT**  
"Teams multiply culture"

**NAME IT**  
"Language creates culture"

**BUILD IT**  
"Leaders model culture"



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## Create High Performing Teams in Construction

### NAME IT

- + Clear, compelling, simple, repeatable language
- + Common language
- + Defining the “how” of the team
- + Understand how their work fits into the mission or overall vision for the organization or project

## Create High Performing Teams in Construction

### BUILD IT

- + Leaders model values
- + Set clear priorities and expectations for the team
- + Recognition and reward achievements
- + Thrive on two-way feedback (specific, timely, actionable)
- + Accountability - holding oneself and others responsible for their actions and decisions

## Create High Performing Teams in Construction

### LIVE IT

- + Culture is lived in the recruitment and the onboarding process
- + Understanding a strengths-based focus for teams
- + Trust and collaboration between others, field and office
- + Empowered decision making at all levels
- + Embodying the culture language and values on a daily basis





Please Complete the Online Evaluation



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