

**Rubber hits road:  
Forming authentic  
company culture\***



A startling statistic from the U.S. Bureau of Labor Statistics, say more than 15 million people quit their jobs since April in the U.S. alone. It reflects on the aftermath of the pandemic which proved working with no mission, value, or culture will lead to a dissatisfied and disengaged work force..



A recent article from Harvard Business Review by Ron Carucci (*co-founder and managing partner at Navalent*) has cast new light on how companies should be managing in these times and how companies can empower their employees and create a stronger company culture. One of the clients that we at the Agency have an honor to work up close with is **Moss Construction.**

After years of experience in various industries we have found them to have one of the most authentic and

widely accepted company cultures we have seen. To create a multifaceted view of how to create and sustain company culture we will examine Moss's culture while analyzing Ron Carucci's article and providing external sources.

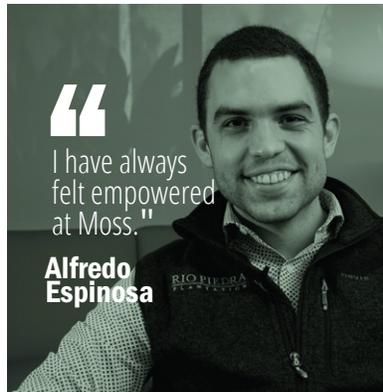
The first defining point for strong culture comes from team solidarity. Moss from the beginning has been a family, a company built with the idea of putting the best people in the best environment to create what they as individuals could never. "The strength of Moss is people" -Kim Gessner (VP/General Counsel) They spotlight the stories and journeys of their people so that each story can show the significant role they place in the tapestry of the company story.



Research from McKinsey shows that the top two reasons employees cited for leaving (or considering leaving) were that they **didn't feel their work was valued by the organization (54%) or that they lacked a sense of belonging at work (51%).**

McKinsey & Company

and personal relationships, and genuinely wishing for all your employees to be exceptional people.



Alfredo and his team were able to gain FPL as a client for the Moss Solar department, a life-changing win for his career and one that helped expand the solar team from a couple of guys working in the fourth-floor conference room to the almost 300 solar programs it is today. His work and success are the result of his dedication and will, but when they have that entrepreneurial spirit boiling in with the energetic and empowering environment of Moss, Alfredo's and all our missions can become a reality. The last point in the formation of a cohesive culture and the most important in making our work genuine, is managing others with care and vulnerability. We spend

our life at work doing the things that we find to be the most important in our own life's, the family that we form at work is an important environment of relationships. Moss honors these relationships by not just energizing those they work with, but by comprehending their life, by being empathetic when issues may arise, or conflicts ensue. They manage with care and vulnerability to show that we all make mistakes, but it is up to each and all of them to resolve and repair the issues that they may cause.

"MOSS doesn't see mistakes, but instead values them as lessons learned" -

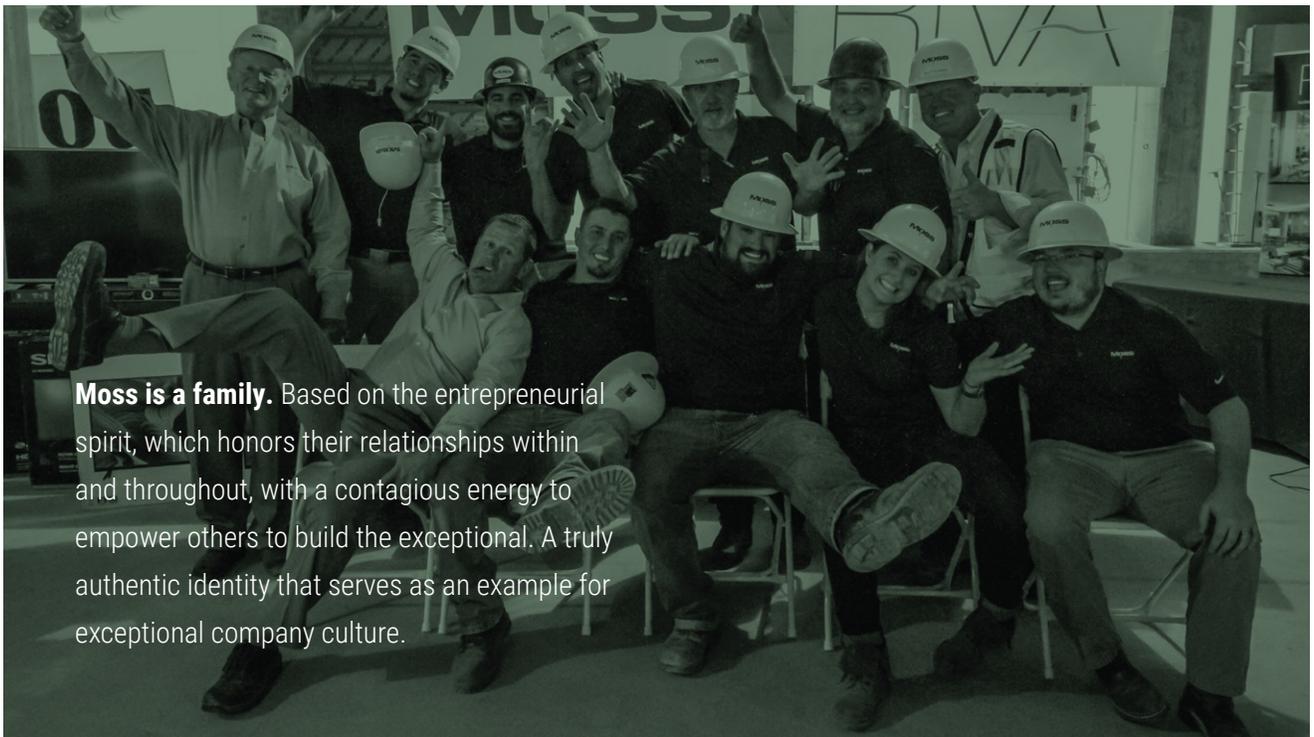
**Surabhi Chawda** (VDC Manager)

mistakes are our best mentors, by viewing problems as lessons instead of failures, Moss's team eliminates the chance of failing and gains the opportunity of mastery.

Moss has also dedicated itself to showing its employee's successes through their team's time sweat and energy, they stand together to say

Yes, we built this.

The second point mentioned in the development and management of a strong culture is the push for personal aspiration. Moss's values and purpose are based on principles of personal and communal development. Empowering others, pushing others ahead to become better people, honoring their work



**Moss is a family.** Based on the entrepreneurial spirit, which honors their relationships within and throughout, with a contagious energy to empower others to build the exceptional. A truly authentic identity that serves as an example for exceptional company culture.

\*  
**Strategic  
Creative  
Agency**

Designing competitive, brands and campaigns that build relationships.

If you have a company that's looking to go to the next level, contact us, and write the new chapter of your story.

+1 (914) 826 1103  
r@rdlb.nyc