



SINE QUA NON

Core Values and Content Strategy



JONATHON COLMAN

Content Strategy at
Facebook



JONATHON COLMAN

@jcolman



BIT.LY/CSAPPLE


Download this deck

Sine qua **WTF?**

SINE QUA NON:

That, without
which, there is
nothing.

nothing



Without core values, there is no content strategy.



There's only
content.

And we know
rotten content
when we see it.



Don't we?

Here are the
core values of
a well-known
company:

COMMUNICATION

RESPECT

INTEGRITY

EXCELLENCE

Here are the
core values of
a well-known
company:

COMMUNICATION

RESPECT

INTEGRITY

EXCELLENCE

Whose core values are these?

Those were Enron's
actual core values.



SOURCE: Lencioni, Patrick M. (2002). Make Your Values Mean Something. *Harvard Business Review*.

Inauthentic core
values cause
conflicts.





THE ORGANIZATION OF THE MIND



VS.



**THE ORGANIZATION
OF THE MIND**

**THE ORGANIZATION
OF THE WORLD**



VS.



**THE ORGANIZATION
AS WE SEE IT**

**THE ORGANIZATION
AS IT REALLY IS**



VS.



**THE ORGANIZATION
WE ASPIRE TO BE**

**THE ORGANIZATION
WE ACTUALLY ARE**

INTERLUDE



ORGANIZATION:

NatureBridge

SECTOR AND FOCUS:

Nonprofit: education
and environment

CORE VALUES:

We bring our best self

Learn, teach, grow

Open and honest

Awe in the beauty of life

Environmental stewardship

Accountability

About Us

We envision a world where every student learns about the science of nature, is inspired by its beauty, and is motivated to take action to protect the natural world.



OPEN AND HONEST

ACCOUNTABILITY

Public Participation in Scientific Research

What is public participation in scientific research?

Public participation in scientific research (PPSR) refers to initiatives in which students and/or adults are engaged in the scientific process collaborating with professional scientists to address real-world questions.

NatureBridge Public Participation in Scientific Research Projects

Phenology

NatureBridge students track phenological events of native plants (such as the timing of new leaf buds and pollen release) in national parks to monitor the impacts of climate change. Through our partnerships with the [USA National Phenology Network](#), the

Olympic Summer Field Research Course



What will you discover this summer?

Our Olympic Field Research Course is for students entering 10th, 11th, or 12th grade, or who have just graduated high school with a passion for science, adventure, and fun. Join us for an unforgettable two-week experience!

LEARN, TEACH, GROW

BRING OUR BEST SELF

[Request Info](#)

Register today!

Need more info?

Please contact
[olympicfieldresearch@
naturebridge.org](mailto:olympicfieldresearch@naturebridge.org) or 206-382-
6212 ext 13.

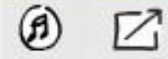
What You Will Learn

On this trip, you will create your own scientific research project and work alongside National Park Service researchers while backpacking in the Olympic National Park wilderness. Along the way, you'll learn:

Our location

My Garbology

LEARN, TEACH, GROW
OPEN AND HONEST



What's
Garbology? >



Play! >

SHARE



[About](#)

[Resources](#)

[for Teachers](#)

[for Students](#)

[for Families](#)

[Trash Talk](#)

[Contact](#)



NatureBridge

February 24

"I learned a lot of science here at NatureBridge, but I'd call it discovery. I discover something new every day."

—Ashley, student

BRING OUR BEST SELF

AWE IN THE BEAUTY OF LIFE



NatureBridge.

**“Discover
something
new every
day.”**

—Ashley, student

Like · Comment · Share

👍 20 💬 1

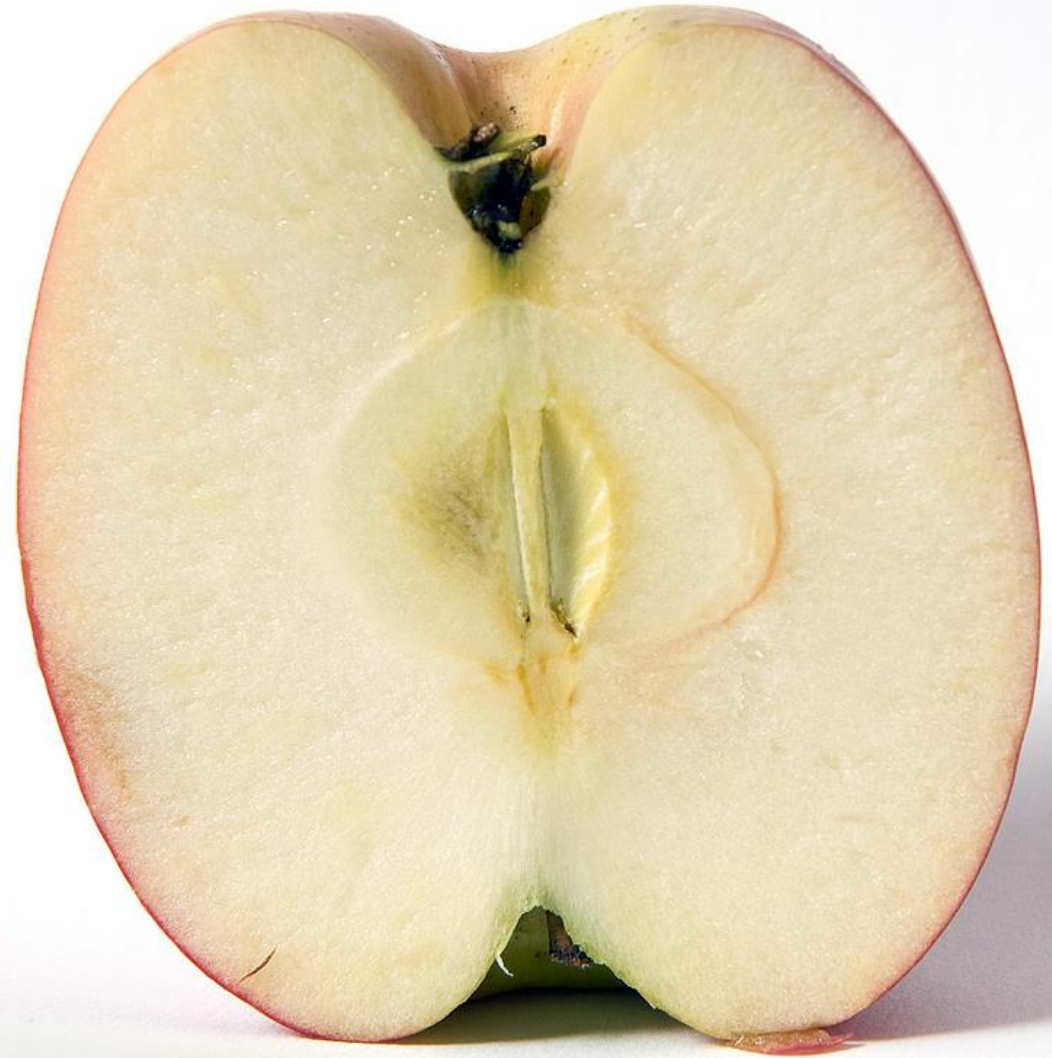
So what **are**
core values?



And do they
really matter
so much?

People don't buy
what you do.

SOURCE: Sinek, S. (2010). "How Great Leaders Inspire Action". TED.



People buy
why you do it.

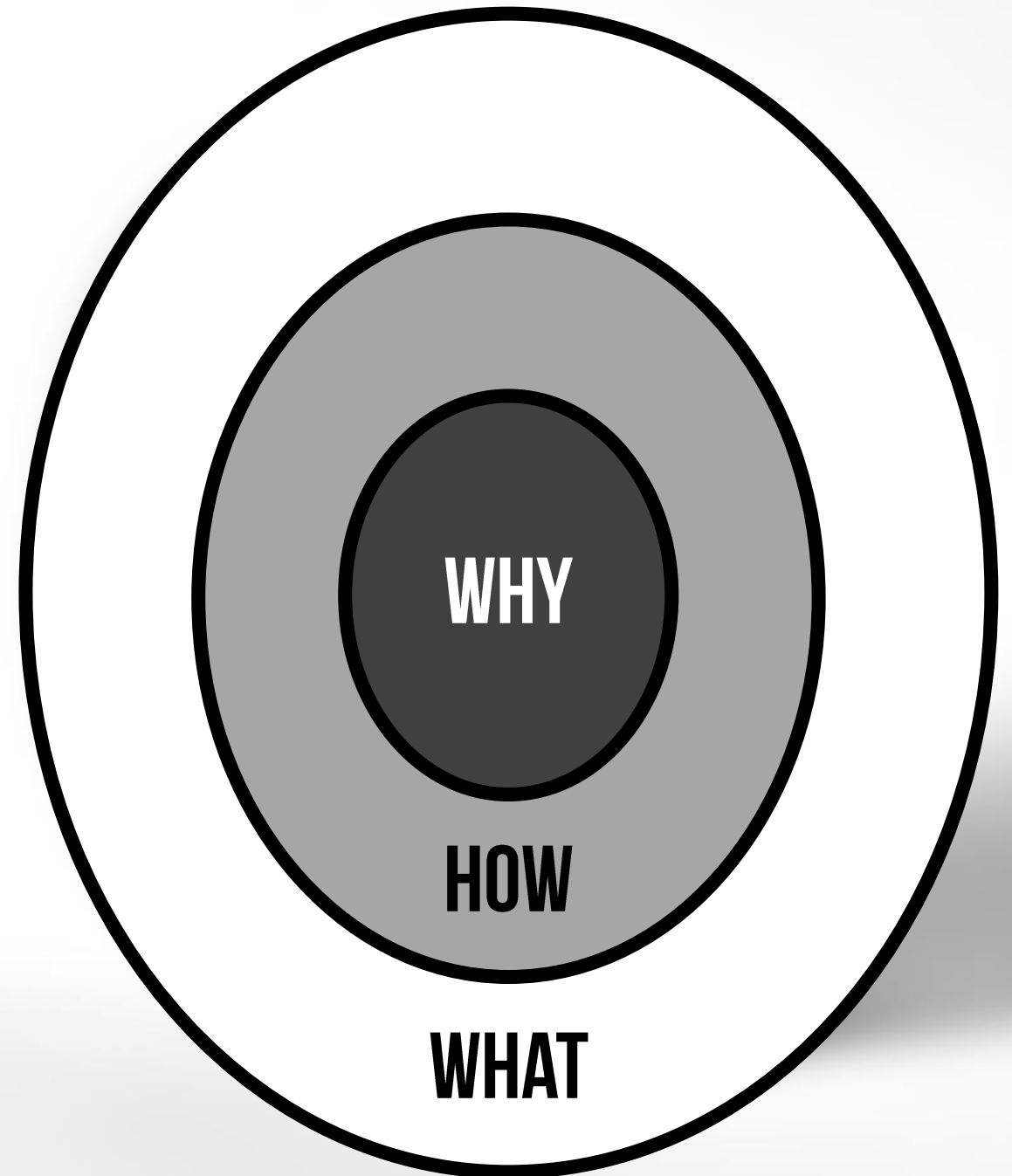
SOURCE: Sinek, S. (2010). "How Great Leaders Inspire Action". TED.



Why is always powered by core values.

SOURCES: Sinek, S. (2010). "How Great Leaders Inspire Action". TED.

Sinek, S. (2009). Start With Why: How Great Leaders Inspire Everyone to Take Action. New York, NY: Penguin Group.



MORE THAN ONE MILLION COPIES SOLD

"GOOD TO GREAT is about turning good results into great results; **BUILT TO LAST** is about turning great results into an enduring great company."
—Jim Collins

BUILT TO LAST

SUCCESSFUL HABITS OF
VISIONARY COMPANIES

JIM COLLINS
Best-selling author of *GOOD TO GREAT*
JERRY I. PORRAS

#1 BESTSELLER
TWO MILLION COPIES SOLD

Why Some Companies
Make the Leap...
and Others Don't

GOOD TO GREAT

JIM COLLINS
Coauthor of the bestselling
BUILT TO LAST

NEW YORK TIMES BESTSELLER

UNCERTAINTY, CHAOS, AND LUCK—
WHY SOME THRIVE DESPITE THEM ALL

GREAT BY CHOICE

Jim Collins
AUTHOR OF *GOOD TO GREAT*
4 MILLION COPIES SOLD

Morten T. Hansen

MORE THAN ONE MILLION COPIES SOLD

"GOOD TO GREAT is about turning good results into great results: **BUILT TO LAST** is about turning great results into an enduring great company."
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BUILT TO LAST

SUCCESSFUL HABITS OF
VISIONARY COMPANIES

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Best-selling author of *GOOD TO GREAT*

JERRY I. PORRAS

In this book, Collins and Porras reviewed 36 companies.

SOURCE: Collins, J.; Porras, M. (1994). *Built to Last*. New York, NY: HarperBusiness.

MORE THAN ONE MILLION COPIES SOLD

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BUILT TO LAST

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In this book, Collins and Porras reviewed 36 companies.

They asked: “**What makes truly exceptional companies different?**”

SOURCE: Collins, J.; Porras, M. (1994). *Built to Last*. New York, NY: HarperBusiness.

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JERRY I. PORRAS

**The exceptional companies in
this study outperformed the
stock market average by 12x.**

SOURCE: Collins, J.; Porras, M. (1996). *Building Your Company's Vision*. *Harvard Business Review*.

MORE THAN ONE MILLION COPIES SOLD

"GOOD TO GREAT is about turning good results into great results: **BUILT TO LAST** is about turning great results into an enduring great company."
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BUILT TO LAST

SUCCESSFUL HABITS OF
VISIONARY COMPANIES

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JERRY I. PORRAS

Each of these companies had discovered, published, and built their core values into their internal cultures.

SOURCE: Collins, J.; Porras, M. (1996). *Building Your Company's Vision*. *Harvard Business Review*.

MORE THAN ONE MILLION COPIES SOLD

"GOOD TO GREAT is about turning good results into great results: **BUILT TO LAST** is about turning great results into an enduring great company."
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BUILT TO LAST

SUCCESSFUL HABITS OF
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JERRY I. PORRAS

Core values:

"Essential, enduring tenets of an organization."

"A slice of the company's genetic code."

"Require no external justification; they have intrinsic value."

SOURCE: Collins, J.; Porras, M. (1996). *Building Your Company's Vision*. *Harvard Business Review*.

INTERLUDE



ORGANIZATION:

Etsy

SECTOR AND FOCUS:

Global marketplace:
handmade goods

CORE VALUES:

Mindful, transparent,
and humane business

Plan and build for the
long term

Craftsmanship

Fun should be part of
everything we do

Keep it real, always

Code as Craft

MINDFUL, TRANSPARENT, HUMANE CRAFTSMANSHIP

About


At [Etsy](#), our mission is to enable people to make a living making things. The engineers who make Etsy make our living making something we love: software. We think of our code as craft — hence the name of the blog. Here we'll write about our craft and our collective experience building and running Etsy, the world's most vibrant handmade marketplace.

In [The Pragmatic Programmer](#) (the one programming book I think every engineer should own and one I give to every incoming engineer at Etsy), the authors beautifully explain the notion of code as craft and the intersection of craftsmanship and engineering:

“*The construction of software should be an engineering discipline. However, this doesn't preclude individual craftsmanship. Think about the large cathedrals built in Europe during the Middle Ages. Each took thousands of person-years of effort, spread over many decades. Lessons*

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We are announcing a new scholarship and sponsorship program in collaboration with [Hacker School](#), focused on bringing more women into [Engineering jobs](#) at Etsy and across our industry.

See how you can get involved.

Etsy Hacker Grants

Supporting Women in Technology



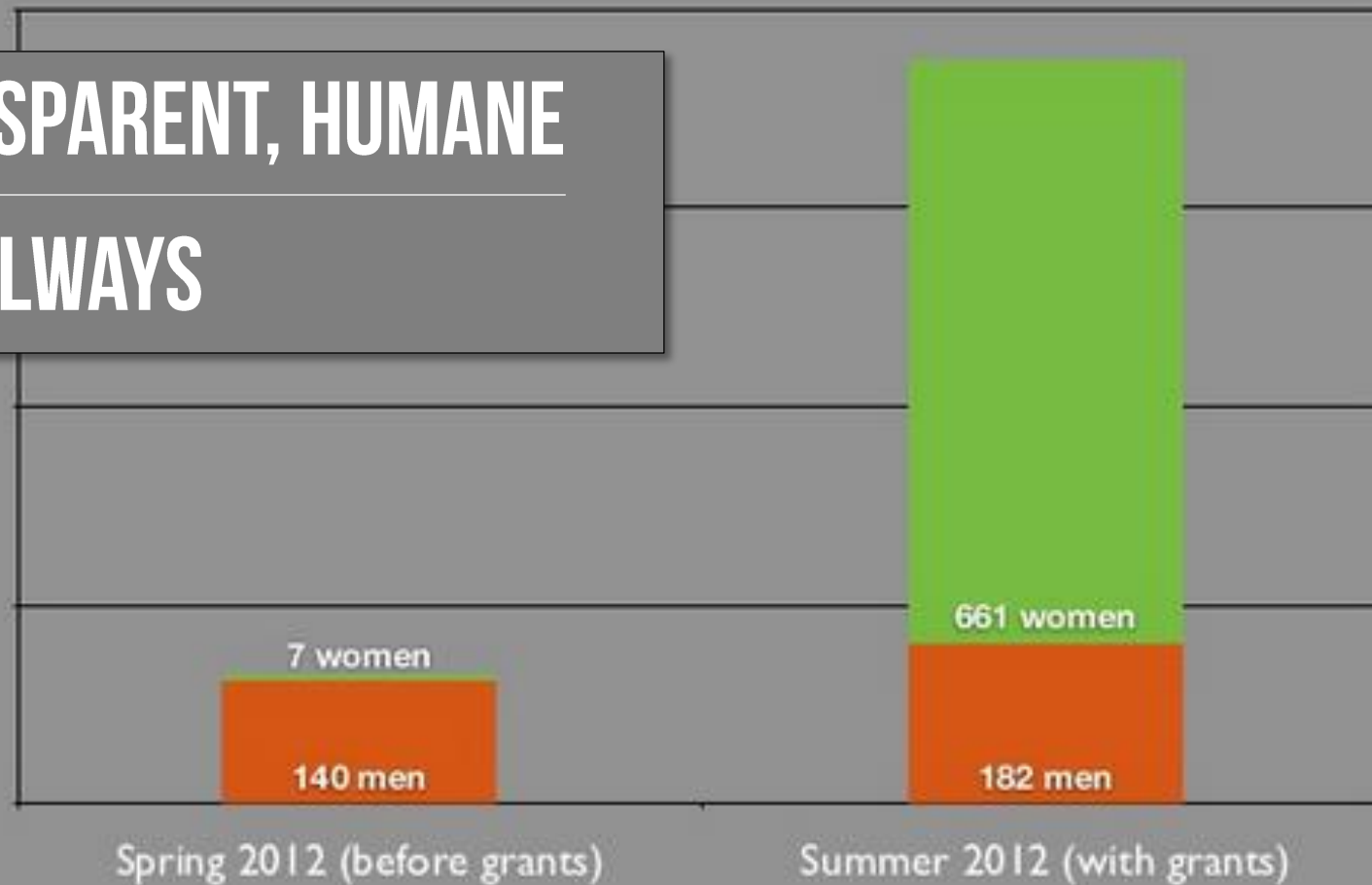
PLAN/BUILD FOR THE LONG TERM
CRAFTSMANSHIP

Hacker School Applicants

Before and after the Hacker Grants program

MINDFUL, TRANSPARENT, HUMANE

KEEP IT REAL, ALWAYS



FUN IS PART OF EVERYTHING WE DO

KEEP IT REAL, ALWAYS



Core values don't
have to be all
things to all
people.

But they must be
authentic to your
organization and
its culture.



They must be
publicly stated
and published.



There must be
accountability to
them at all times.



There must be
accountability to
them at all times.

**Especially when
it's hard** to be
accountable.



They must be a
key factor in all
hiring, firing, and
staff reviews.



And every decision
you make must be
weighed against
them.



And every decision
you make must be
weighed against
them.

Even the mundane,
daily decisions.



INTERLUDE



ORGANIZATION:

Moz

SECTOR AND FOCUS:

Software: inbound
marketing tools

CORE VALUES:

Transparency

Authenticity

Generosity

Fun

Empathetic

Exceptional



EXCEPTIONAL
GENEROSITY

Need to polish up your knowledge? The Beginner's Guide to Search Engine Optimization (SEO) has been read **over 1 million times** and provides the comprehensive information you need to get on the road to quality SEO.

Let's Get You Started

In the wonderful world of SEO!

The Beginner's Guide to Search Engine Optimization (SEO) is an in-depth tutorial on how search engines work. This guide covers the fundamental strategies that make websites search engine-friendly. Download your copy of the world's most-read guide on SEO!

CHAPTER 1 *How Search Engines Operate*

CHAPTER 6 *How Usability, Experience, & Content Affect Rankings.*

CHAPTER 2 *How People Interact*

CHAPTER 7 *Growing Popularity*

Try out Moz

SEATTLE, WA – May 1, 2012 – [SEOMoz](#), the industry's most popular provider of search engine and social optimization software, today announced its dislike for the normal press release, and intention to announce their \$18 million in Series B funding with a handful of internet memes instead.



The Seattle-based company received \$18M in Series B funding today from [The Foundry Group](#) of Boulder, Colo., with an additional investment from [Ignition Partners](#) of Bellevue, WA. SEOMoz previously raised only a single round of funding in 2007 of \$1.1 million from Ignition Partners and Curious Office. SEOMoz's revenue in 2010 was \$5.7 million and doubled in 2011 to \$11.4 million. The company is predicting revenue between \$10-20 million in 2012.

FUN

TRANSPARENCY



Howdy! I'm Rand

Co-founder of [Moz](#) and [Inbound.org](#), startup junkie, frequent traveler, blogger, social media addict and evangelist of all things [TAGFEE](#). More about me [here](#).



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Most Popular Posts

Aug 4, 2013

[7 Unlikely Recommendations for Startups & Entrepreneurs](#)

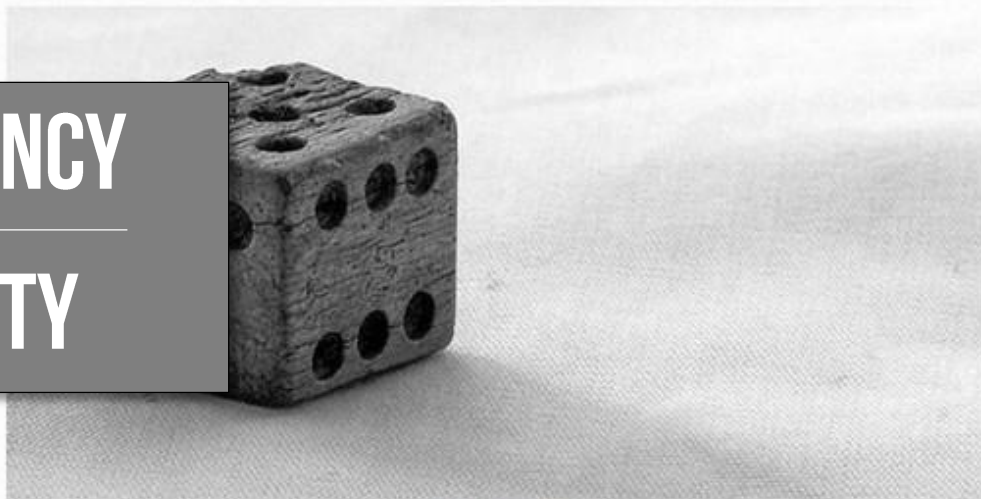
Jul 30, 2013

[Ambition vs. Obligation](#)

Misadventures in VC Funding: The \$24 Million Moz Almost Raised

Date / aug 29, 2011 / Category / [Startups](#)

Over the course of this year, I've written a [couple times](#) about raising a potential round of venture financing for my company, SEOMoz. At last, the saga's over, I've been released from terms of confidentiality and I can share the long, strange story of how I first rejected, was eventually persuaded, but ultimately failed to raise a second round of investment capital.



[photo credit](#)

My hope is that by sharing, others can learn from our experience and possibly avoid some of the mistakes, pitfalls and pain we faced.

TRANSPARENCY

AUTHENTICITY

Requirements:

- Bachelor's Degree or a really good reason for not having one (believe us there's plenty!)
- Excellent writing and communication skills
- Minimum 3 years of experience in content marketing
- Strong background and understanding of SEO best practices
- Basic knowledge of HTML and website technologies. You can build a webpage or launch a simple website with ease
- Good understanding of content promotion through social media and outreach
- Proficiency with Google Analytics, and other web analytics software
- Demonstrated ability to successfully plan and implement content marketing campaigns
- Demonstrated ability to use content to drive site traffic and increase ROI
- A passion for online marketing that leads you to continually scan blogs, tweets and shares to stay on top of the next big thing
- An ability to work independently combined with strong collaboration

...ent skills; must be able to create tasks and set
...with little direction

...t can not only pull insights from large data sets but
...cate them in an email, presentation or blog post

...ity

- Located in the Seattle area or willing to relocate

About Moz

We develop an analytics software product to help people do better marketing. Behind the tool is a sea of **Mozzers** with a wide array of personalities, experiences, and expertise. We're a startup with the ability to turn a profit, backed by a passionate community of followers, and with an exciting and

Tell me how TAGFEE applies to being a Content Crafter.
(Hint:<http://moz.com/about/tagfee>)*

What are some of your own values that are important to you in your professional career?*

What has been your best relationship with a manager/mentor? What will they tell me about you?*

AUTHENTICITY

EMPATHETIC

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Values
Ideology
Purpose
Vision





This is a
job for
content
strategy.



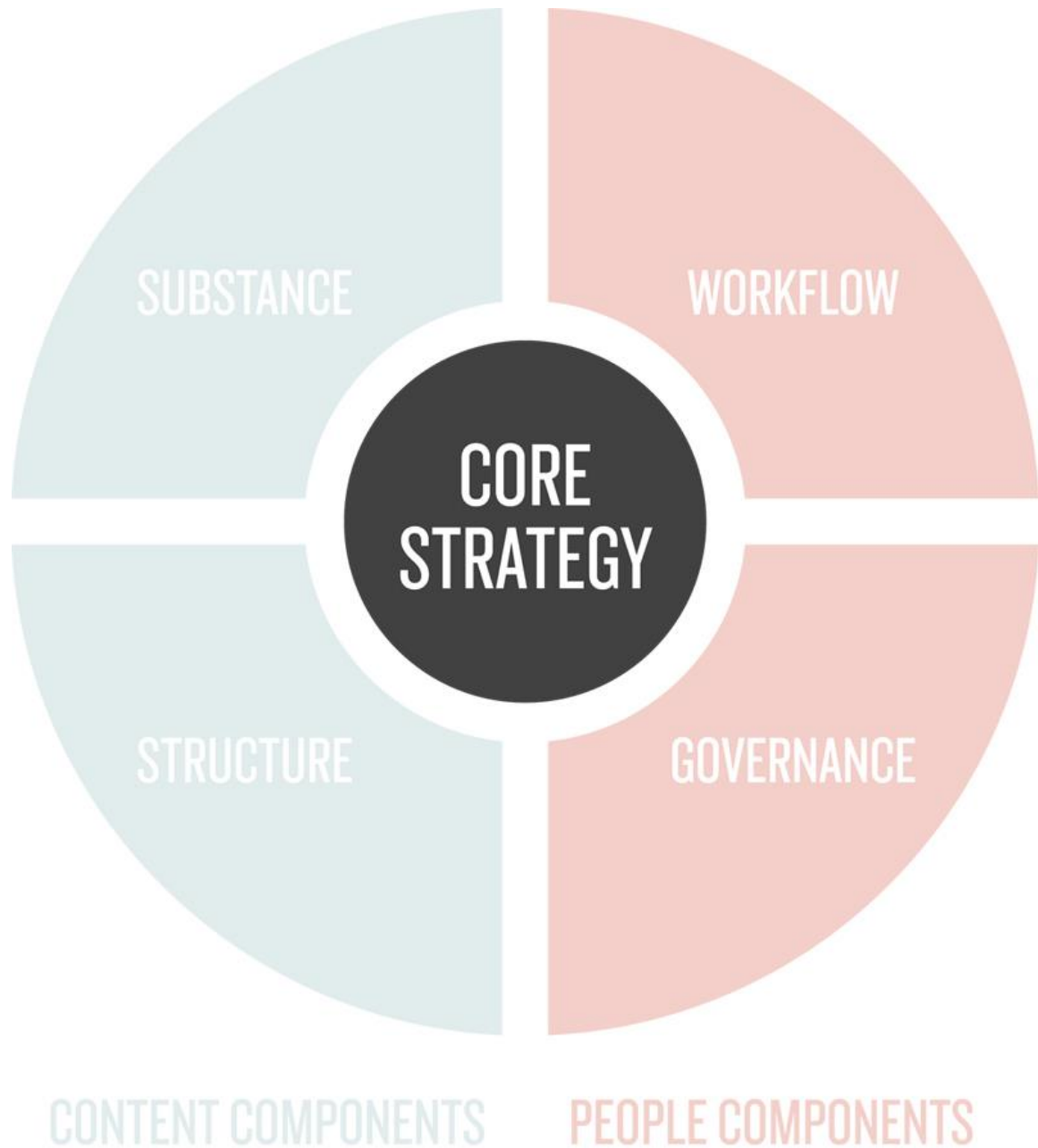
CONTENT COMPONENTS

PEOPLE COMPONENTS

And thanks to Brain Traffic...

SOURCE: Rach, M. (2012). [From the Archive: Brain Traffic Lands the Quad.](#)
Brain Traffic Blog.

Copyright 2010 Brain Traffic




And thanks to
Brain Traffic...

We know where
core values fit
into our work.

SOURCE: Rach, M. (2012). [From the Archive: Brain Traffic Lands the Quad.](#)
Brain Traffic Blog.

Copyright 2010 Brain Traffic

We
make
the
unclear

A close-up photograph of a sliced apple core, showing the yellowish flesh and two dark seeds. The apple is set against a dark, blurred background. The text 'We make the unclear' is written in a simple, black, sans-serif font on the left side of the apple core.

We
make
the
unclear

clear

SOURCE: Covert, A. (2010). "Make the unclear, clear - or it won't matter". Abby the IA.



We unite

all of

the silos

We create
alignment



We don't make **things**.

We make **systems**
that make **things**.

SOURCE: Kissane, E. (2012). "Little Big Systems".
Webstock 2012 on Vimeo.

All of which create
better experiences



INTERLUDE



ORGANIZATION:

PACK

SECTOR AND FOCUS:

Social network for
dog owners

CORE VALUES:

We love dogs

We love how dogs make people better

We love people who love their dogs



Hemingway the Blackmouth Cur Mix by Sal Marino

EDITOR'S PICK



DOGS & PEOPLE

LOVE

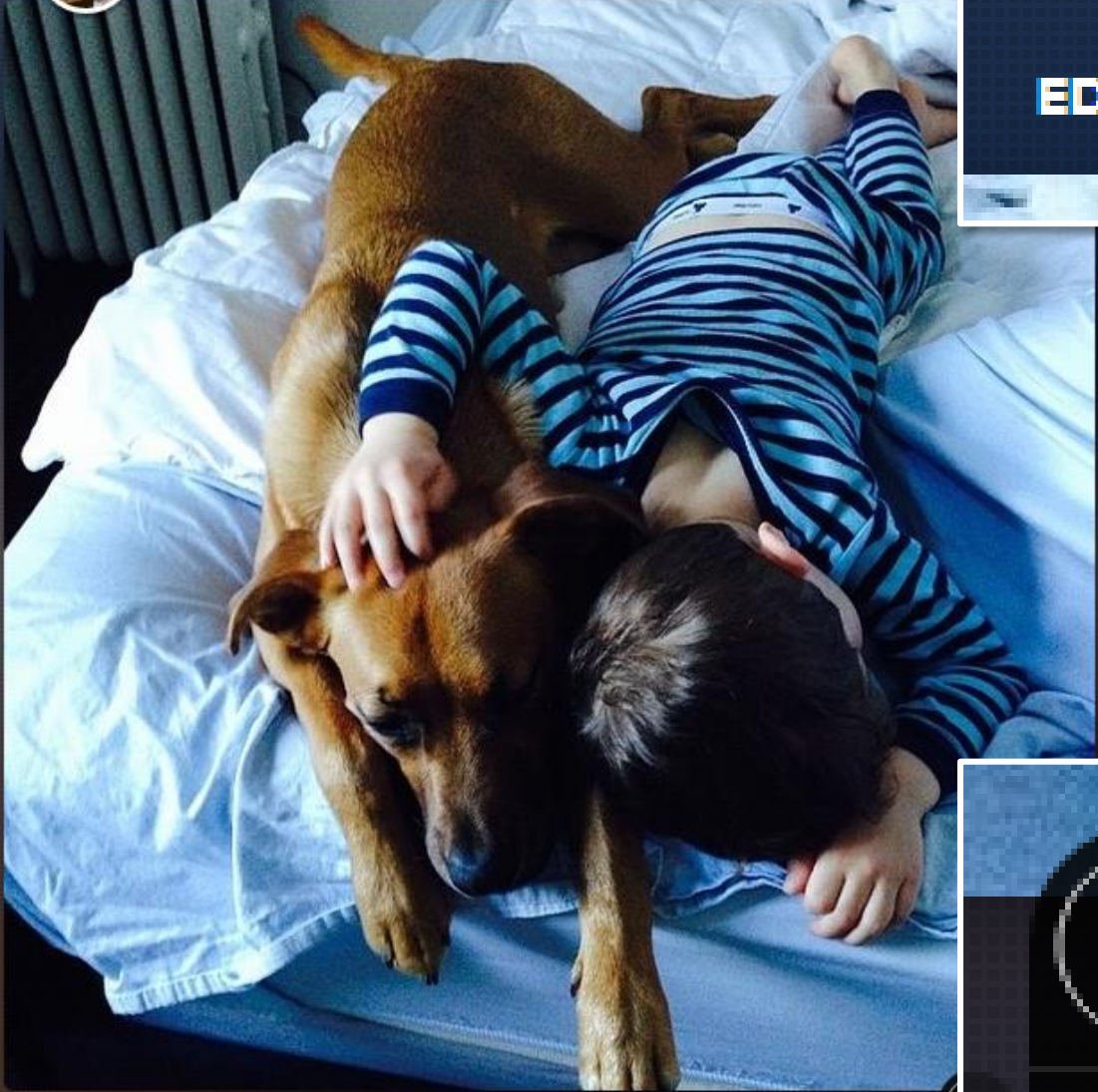
#Hemingway & Everett call it an early night. #toddler #dog #sleep • Auto-Posted from Instagram by Sal Marino

0 26



Hemingway the Blackmouth Cur Mix by Sal Marino

EDITOR'S PICK



#Hemingway & Everett call it an early night. #toddler #dog #sleep • Auto-Posted from Instagram by Sal Marino



DOGS & PEOPLE

LOVE



I'm Jonathon

⚙ EDIT BIO

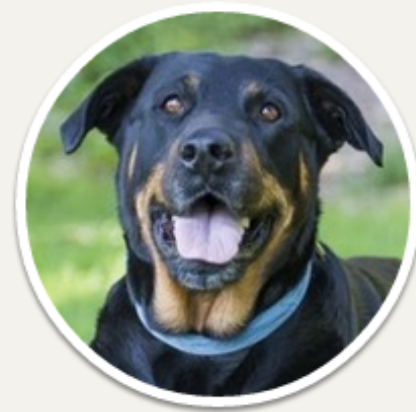
Bringer of food and snorgles to Prim (aka #bestdogever).

Jonathon Colman

www.jonathoncolman.org

Albany, CA

I ❤️ Prim



Prim
Rottweiler

♥ 164

DOGS & PEOPLE

LOVE

We hope you're having a good day!



1

NEW
COMMENTS



11

NEW
LOVES

(new activity on your account)

DOGS & PEOPLE

LOVE



1



2

"Oh oh!"
-Alice Walter



2

7:32

Friday, April 18



Snack 2m ago

HOT DOG! Here's your fresh batch of 5 dogs to love.

slide to view

slide to unlock



Today

All

Missed



Snack



Snack 2h ago

It's time for your Pack Snack!

Because dogs.

DOGS & PEOPLE

LOVE

So how do we create
our true core values?

So how do we ~~create~~
our true core values?

So how do we **DISCOVER**
our true core values?





We do what content
strategists have
always done best.

A close-up photograph of a green apple. A knife is shown cutting into the apple, with the blade visible on the left side. The apple's skin is a vibrant green, and the knife's blade is a dark, metallic color. The background is blurred, showing a light-colored surface.

Ask hard questions
to cut through the
organization's crap.



1

Would you keep this value
if you were not supported
or rewarded for it?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.visionframework.com). jimcollins.com



2

Would you still uphold this value if you were very wealthy and didn't have to work?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.visionframework.com). jimcollins.com



3

Would you quit and find a
new job before giving up
this core value?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.visionframework.com). jimcollins.com



4

Should your organization stand for this same value a hundred years from now?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.jimcollins.com). jimcollins.com



5

Would you build a new organization around this value despite the industry?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.jimcollins.com). jimcollins.com



6

If this value became a
competitive disadvantage,
would you keep it anyway?

SOURCE: Collins, J. (2001). [Vision Framework](http://www.visionframework.com). jimcollins.com




7

Could you fire anyone
who clearly does not
uphold this core value?

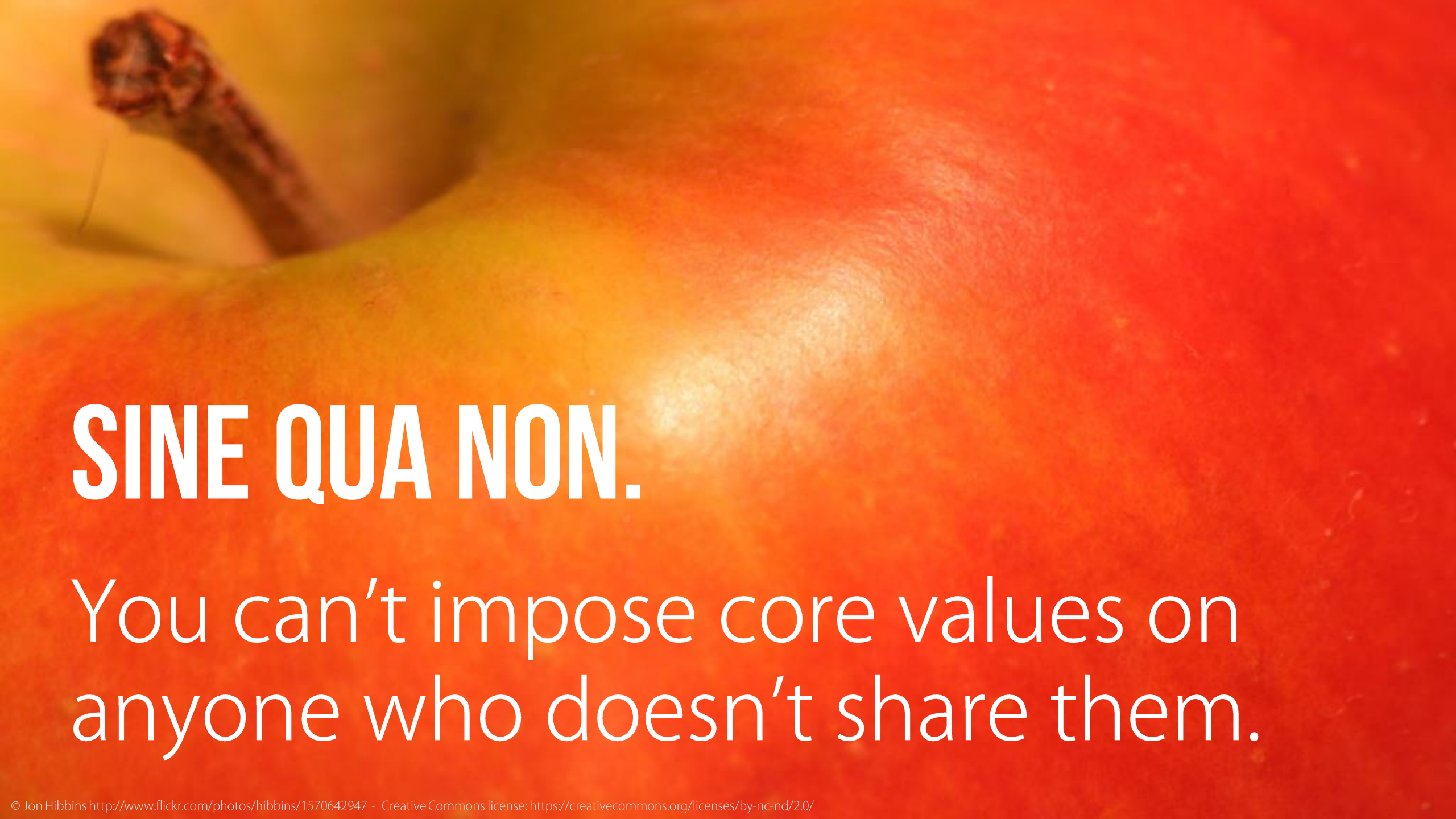
SOURCE: Collins, J. (2001). [Vision Framework](http://www.visionframework.com). jimcollins.com

SINE QUA NON.




SINE QUA NON.

That, without which,
there is nothing.




SINE QUA NON.

You can't impose core values on anyone who doesn't share them.

A close-up photograph of a human hand with a bandage on the thumb, set against a background of a hand being squeezed in a vice. The background is a gradient of orange and red, with a bright light source creating a lens flare effect.


SINE QUA NON.

Core values aren't for making
people feel good (although they can)




SINE QUA NON.

Core values aren't "perks", SOPs, strategies, skills, or aspirations.




SINE QUA NON.

They are not what we want to be.




SINE QUA NON.

They are not what we want to be.
They are **what we actually are.**



SINE QUA NON.

Core values aren't for everyone.



SINE QUA NON.

Core values aren't for everyone.
Just like great content.

INTERLUDE



ORGANIZATION:

Facebook

SECTOR AND FOCUS:

Social network:
connecting the world

CORE VALUES:

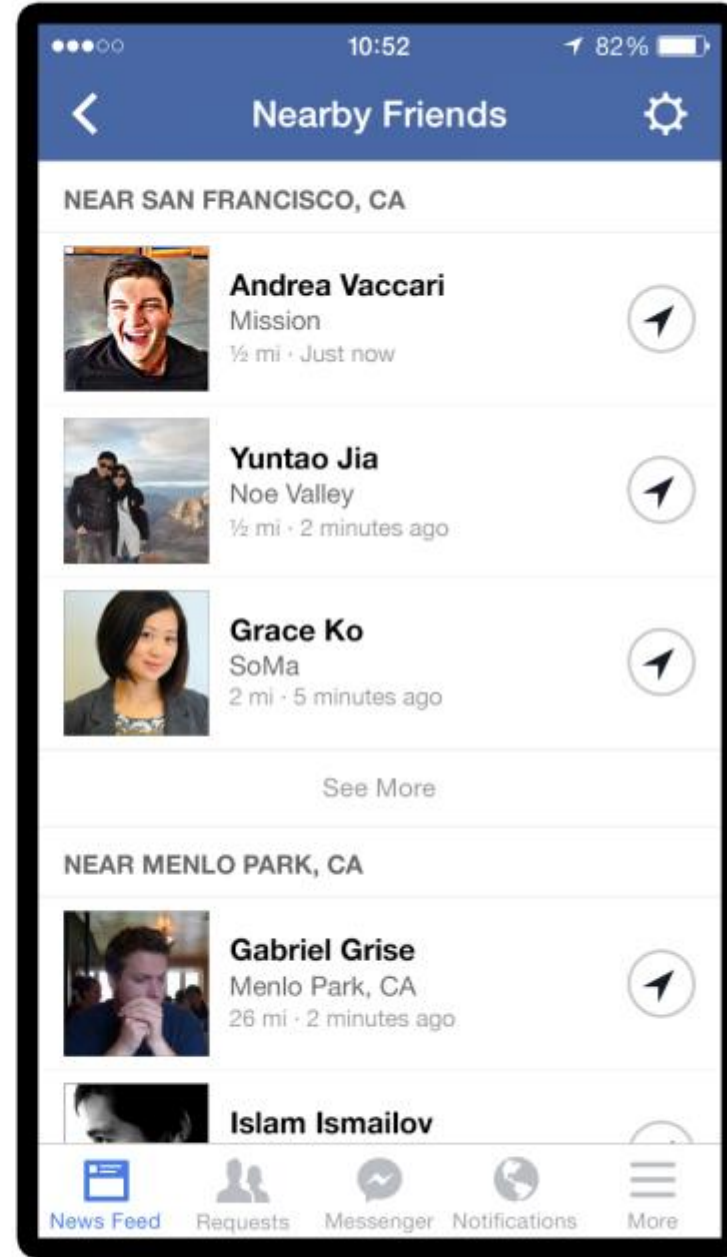
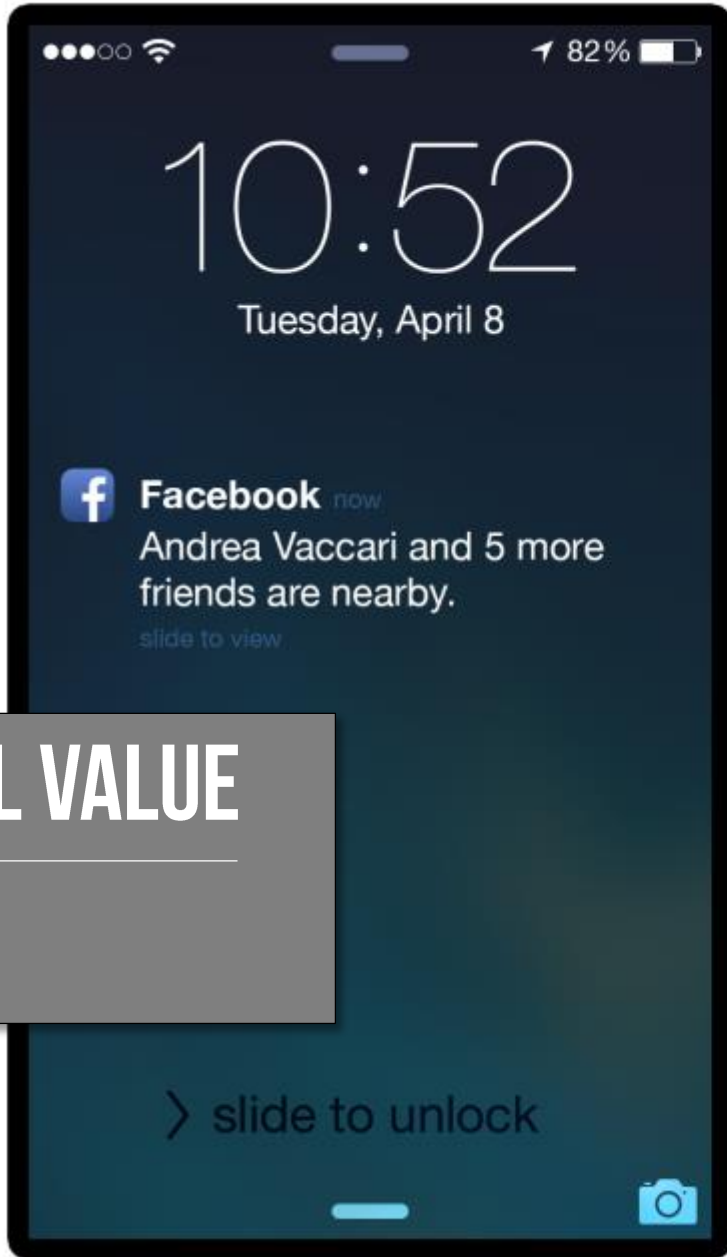
Focus on impact

Move fast

Be bold

Be open

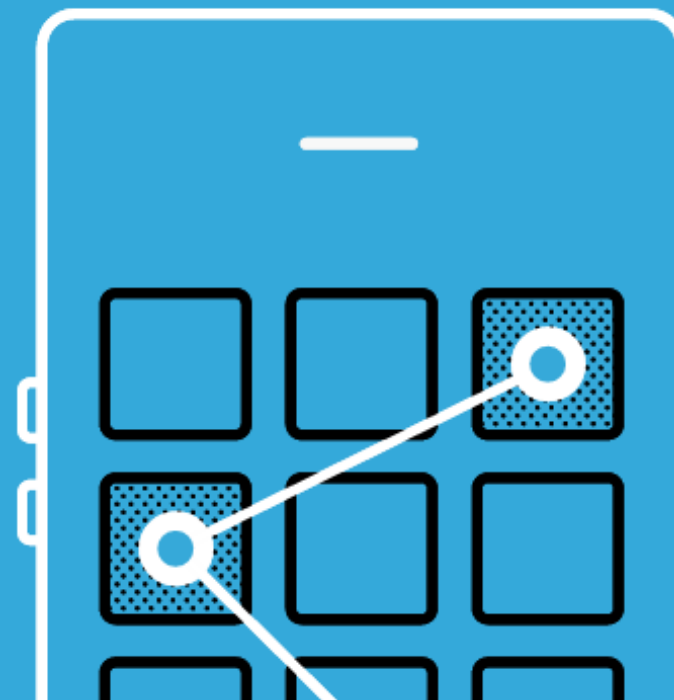
Build social value



BUILD SOCIAL VALUE

BE BOLD

LINK ANYWHERE ON MOBILE



MOVE FAST

FOCUS ON IMPACT

[GET STARTED](#)

Introducing App Links

Right now, linking on mobile is a lot more frustrating and complicated than it is on the web. There isn't an easy, consistent way to control what happens when someone clicks on your content in mobile, which makes it difficult to provide the best

solution for app-to-app linking that gives you the tools you need to expose deep links in your app or to link out to others.

App Links is free. It's open source. It's easy to implement.

BUILD SOCIAL VALUE

BE OPEN

Twinsters

Adopted, raised on different continents and connected through social media, Samantha and Anais realized they might be twins separated at birth.

 Like  Share 

BE BOLD, MOVE FAST

FOCUS ON IMPACT



Making the internet affordable

Internet.org is a global partnership dedicated to making affordable internet access available to the two thirds of the world not yet connected.



CONCLUSION:

The Alpha and
The Omena


CONCLUSION:

The Alpha and
The Omena ←

That's Finnish for "Apple"


Why align your
content strategy
with core
values?



The image features three apples of varying sizes and shades of brown, arranged along a dark, diagonal beam that runs from the bottom left towards the top right. The background is a soft, light beige color. The text is overlaid on the left and right sides of the image.

Why align your
content strategy
with core
values?

**TO DISCOVER YOUR
CLEAR PURPOSE
AND VISION.**

The image features three apples of varying sizes and shades of brown, arranged along a dark, diagonal beam that cuts across the frame from the bottom left to the top right. The background is a warm, golden-brown color with a subtle gradient. The lighting is soft, highlighting the texture of the apples and the beam.

Why align your
content strategy
with core
values?

**TO EXPRESS WHO
YOU ARE, NOT WHO
YOU WANT TO BE.**


Why align your
content strategy
with core
values?

**TO SUPPORT A MORE
PASSIONATE AND
PRODUCTIVE WORK
CULTURE.**

Why align your
content strategy
with core
values?

**TO CREATE FOCUS
AND TO BUILD A
STRONGER BRAND.**



The image features three apples of varying sizes arranged along a dark, diagonal beam that runs from the bottom left towards the top right. The background is a warm, golden-brown color with a subtle gradient. The lighting is soft, highlighting the texture of the apples' skin and the stem area. The overall composition is clean and minimalist.

Why align your
content strategy
with core
values?

**TO DEVELOP MORE
AUTHENTIC CONTENT
EXPERIENCES.**



TO ENDURE.



**TO ENDURE.
TO LAST.**



JONATHON COLMAN

Content Strategy at
Facebook



JONATHON COLMAN

@jcolman



BIT.LY/CSAPPLE

Download this deck



Yay!

Want to know even more about content strategy?

Here's a curated list of 200 free resources!

[BIT.LY/EPIC-CS](https://bit.ly/epic-cs)



