Culture is what you allow.

5 lessons from the Mariners' new manager

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THE SETUP

He’s never managed a single game.

Jason Kanzler went from high school physics teacher to Cubs farm director to Seattle's dugout. Ask him about culture — he goes somewhere most leaders don't.

JON PLOTNER
Executive Leadership Coach

LESSON 1 · LOOK FOR WHAT'S MISSING

Most leaders look at what happens. He looks at what doesn't.

"What you allow is what you stand for."

— Jason Kanzler, Mariners manager, with Aaron Goldsmith

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LESSON 2 · SMALL THINGS WIN OR LOSE

Strong foundations rarely crack all at once.

Small wrong things — tolerated long enough — wear away something good. Stack small wins instead, and the results take care of themselves.

LESSON 3 · EVERYTHING MATTERS

“How you do one thing suggests how you do all things.”

Some things matter more than others. Nothing doesn’t matter.

— Jason Kanzler, Mariners manager, with Aaron Goldsmith

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LESSON 4 · CHIEF ALIGNMENT OFFICER

The leader isn't the star. The leader is the aligner.

His job: everyone doing the right things, in the right order, at the right cadence — and speaking the language of front office, staff, and players.

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Executive Leadership Coach

LESSON 5 · NO SINGLE AUTHOR

The best culture can't be traced back to one person.

Kanzler won't impose an identity top-down. He wants a clubhouse where everyone holds the standard — and nobody can say who started it.

YOUR TURN

What are you allowing that you'd never write into your values?

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