

# CULTURE TOOL



**What element of the culture do you want to change?**

## ◆ TALK-BASED CHANGE

**Make the case for the change. Why this change? Why now?**

How does it connect to your organization's strategy?

What is the gap (because of competition, customers, other players, your ambition) that makes the change necessary?

Why does their dysfunctional behavior matter to this gap?

**What is good about the change? Why is it worth the sacrifice?**

What is the vision if you succeed? How does it connect to your values?

What is in it for them?

## ◆ BEHAVIOR-BASED CHANGE

**Are you a first follower? Who are your first followers?**

How can you reward those people willing to be first followers?

## CONSISTENT

**What do you do that unintentionally encourages this dysfunction?**

Top 3 things the leaders, processes, structure, reward system, people machine, and you yourself do to make this dysfunction the rational thing to do in your organization

What would it take to stop encouraging the wrong behavior like this?

**What symbolic action could you use to communicate the desired change more powerfully than with words?**

What could be your equivalent of IBM's dress code, ABI's take out the trash, or holding the handrail in a safety culture?

**How would you translate the change for your people?**

What is an example of a meaningful behavior you want to see? Can you set goals?

## INSISTENT

**Are you willing to reward and punish based on the behaviors?**

What would it take to change the formal measurement and reward system?

What informal rewards and punishments are available?

## PERSISTENT

**How can you show progress to build momentum?**

Quick wins? Next wins?

**Does the organization and its leadership have the patience to let the culture change sink in?**

How can you set expectations correctly to avoid impatience?

How can you keep leaders and people focused even as new issues arise?