CULTURE
The Missing Piece in Change Management

WHAT IS CULTURE?

CULTURE IS AN ORGANIZATION'S IDENTITY
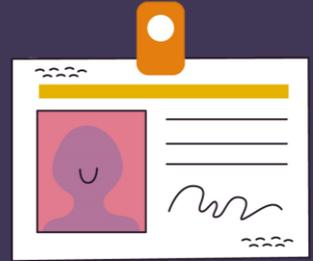
Essentially, culture is **the water we swim in**.
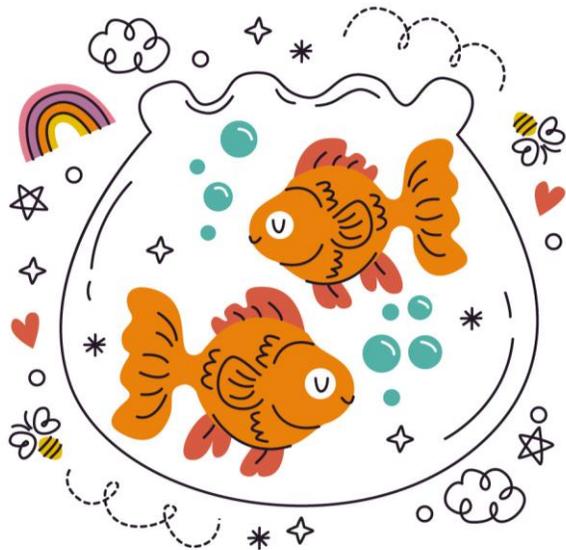
Culture Is what motivates and retains talented employees

Culture is the set of shared…
- ➤ Beliefs,
- ➤ Behaviors,
- ➤ Practices

…that create the environment of an organization.

CULTURE EATS STRATEGY FOR BREAKFAST

-Peter Drucker

Culture is found in:
- Norms
- Signs & Symbols
- Constraints & Controls
- Policies & Procedures
- Stories & Language
- Values

I have more important work

We've tried this before

Wait it out

Unwritten Rules

Attitude of Platitude

The Way We've Always Done it

Our Way the Best Way

SOURCES OF CONTENT

Influencer – The Power to Change Anything

Authors: Joseph Grenny, Kerry Patterson, David Maxfield, Ron McMilan, & Al Switzler

Influencer

Change the Culture

Change the Culture, Change the Game– The **B**reakthrough Strategy for Energizing Your Organization and Creating Accountability for Results

Author: Roger Connors and Tome Smith

SIX SOURCES OF INFLUENCE
A Model for Change

	PERSONAL/**INDIVIDUAL**	SOCIAL/**ORGANIZATIONAL**	STRUCTURAL/**CULTURAL**
MOTIVATION	Do you **"want"** to do it? 1	Do other people **encourage** you to do it? 2	Does the environment **encourage** the right behaviors? 3
ABILITY	**"Can" you** do it? 4	Do other people **provide help,** information, or services to enable you to do it? 5	Does the environment **support the right behaviors?** 6

Creating A Culture of Customer Service

|	INDIVIDUAL	ORGANIZATIONAL	CULTURAL
MOTIVATION	• Defined customer service in 5 distinct components • Director communicated the "why"	• Next level leaders communicated what excellent customer service meant to them.	
ABILITY	• Created an action plan to start behaviors that would help, stop behaviors that hindered, and reinforce behaviors we wanted continued.	• Created a supervisor/manager roadmap with specific tools and resources for them to use in this culture change	

TRUE [ORG] CHANGE IS IDENTITY CHANGE — James Clear

Mirror, Mirror

Organizational behaviors reflect organizational belief systems.

Beliefs

Behaviors

Practices
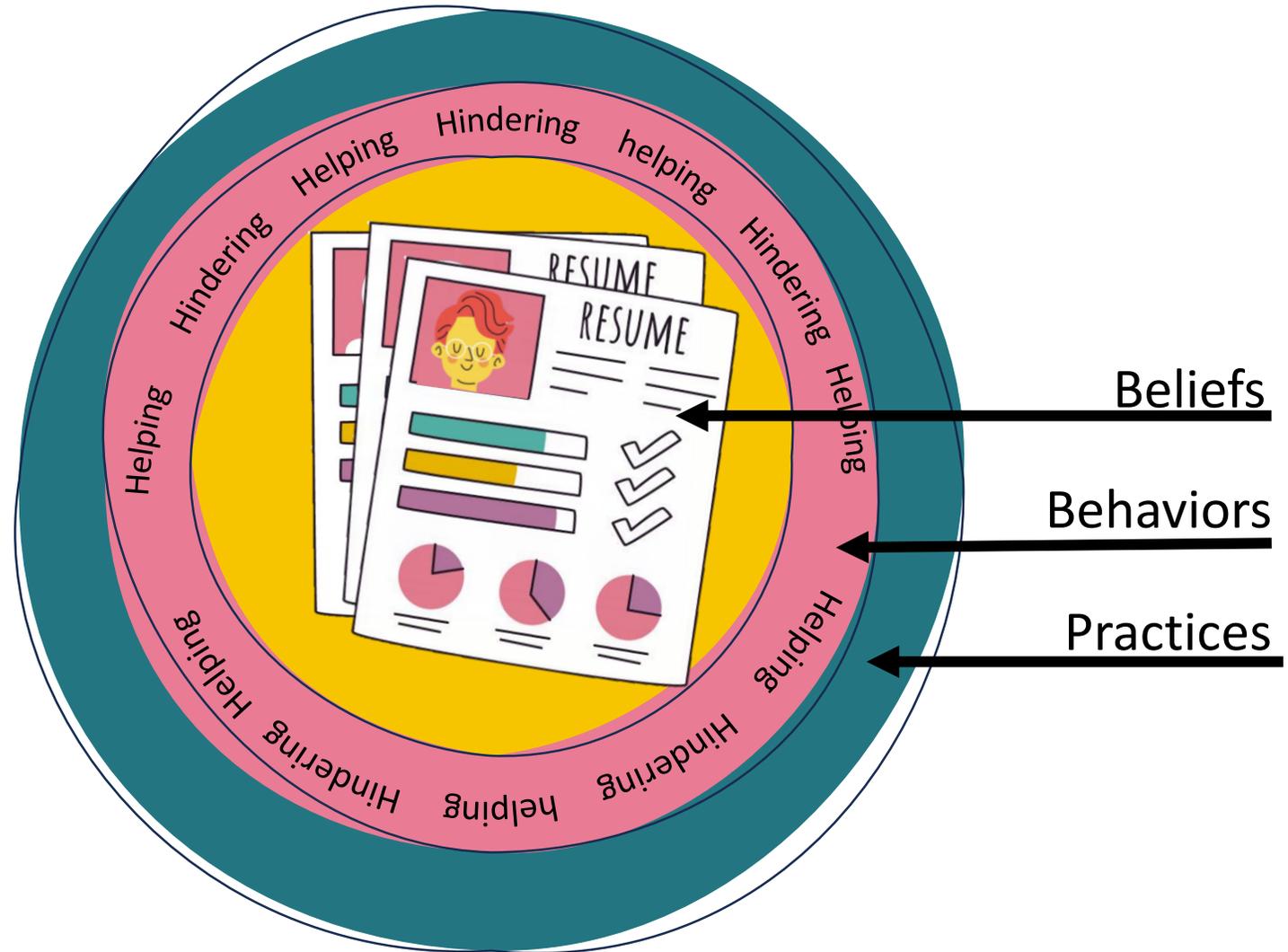
Culture is often a product of good intentions that were implemented to meet a need at the time.
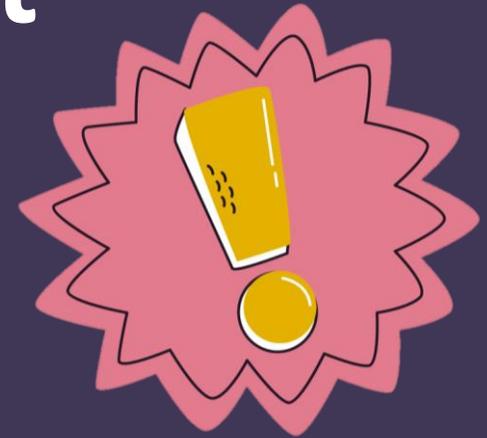
CULTURE CHANGE MODEL

Beliefs

HELPFUL Behaviors

HINDERING Behaviors

Continue Actions

Start Actions

Stop Actions

FRAMEWORK

Culture Change Model

BELIEF SYSTEM:			
(2) Second: Identify what belief system(s) these behaviors support			
Helping Behaviors	**Helping Behaviors**	**Hindering Behaviors**	**Hindering Behaviors**
(1) First: List out the helping and hindering behaviors			
Actions to Continue	**Actions to Continue**	**Actions to Stop**	**Actions to Stop**
(3) Third: Define what actions you need to take to reinforce helping behaviors, stop hindering behaviors, and what actions to start to replace the hindering behaviors.			
Actions to Start	**Actions to Start**	**Actions to Start**	**Actions to Start**

EXAMPLE **Creating a Culture of Customer Service**

BELIEF SYSTEM: Staff believe they are more efficient if they control how a customer contacts them	
Helping Behavior Staff genuinely care about customers	**Hindering Behavior** Don't give out our direct phone number or email to customers
Actions to Reinforce Above and beyond award or other recognition for excellent customer service	**Actions to Stop** Limiting avenues for customers to contact us
Actions to Start Cultural Motivation Show staff what work their colleagues could do to benefit customers instead of routing calls/emails	**Actions to Start Cultural Ability** Provide a script and process to transfer calls/emails that are not yours

Creating A Culture of Customer Service

	INDIVIDUAL	ORGANIZATIONAL	CULTURAL
MOTIVATION	• Defined customer service in 5 distinct components • Director communicated the "why"	• Next level leaders communicated what excellent customer service meant to them.	**Could have:** • Recognition for excellent customer service • Show how it increases organizational success
ABILITY	• Created an action plan to start behaviors that would help, stop behaviors that hindered, and reinforce behaviors we wanted continued.	• Created a supervisor/manager roadmap with specific tools and resources for them to use in this culture change	**Could have:** • Created templates and desk aids for staff to use

EXAMPLE 2 Embed Organizational Development in Our Culture

BELIEF SYSTEM
Organizational development work is not the "real work"

Helping Behavior		Hindering Behavior	
Staff are mission driven		Staff are not engaged in improvement projects	
Actions to Continue	**Actions to Continue**	**Actions to Stop**	**Actions to Stop**
Staff go above and beyond to help customers	Recognize soft skills in working with customers	Lean and OCM are not valued and deprioritized	Staff are not engaged in improvement projects
Actions to Start Motivation		**Actions to Start Ability**	
Recognize the effort and skills staff use to serve customers in the same way you recognize performance		Ensure work is covered while staff are participating	

RE-CAP

1 We can use the 6 Sources of Influence as a gap analysis tool to identify gaps in our change management plan

2 Culture is what our organization believes about itself

3 You must change or leverage beliefs to change culture

4 We can use the Culture Change Model as a framework for identifying specific actions to take to change or leverage belief systems

BUT WAIT... THERE'S MORE

Tools you can use to help uncover behaviors that are helping and hindering your change:

- ➢ Culture Change Canvas
- ➢ AS-IS and TO-BE personas
- ➢ Appreciative Interviews + TRIZ

Behaviors Cheat Sheet

The Culture Canvas

ROUTINES & NORMS
- Expectations
- Attitudes
- Unwritten rules
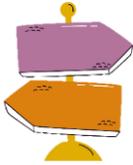
SIGNS, SYMBOLS, ARTIFACTS
- Website
- SharePoint
- Posters
- Signs

Policies & Procedures
- Policies
- Procedures
- Standard work

CONSTRAINTS & CONTROL SYSTEMS
- Money
- People
- Time
- Rewards

VALUES, STRUCTURE, & POWER
- Org values
- How we interact
- Our goals
- How we do or don't share power

STORIES & LANGUAGE
- Stories we tell
- Language we use?
- Jargon/lingo

WHAT IS HELPING US?

WHAT IS HINDERING US?

➢ Note themes in each category
➢ Add to helping behaviors and hindering behaviors on the Culture Change Model

AS-IS PERSONA

Naysayer Nevil

Why fix it if it's not broken?

I trust my current way of doing things

I like to use what I already know

TO-BE PERSONA

Balanced Barry

I balance risks with opportunities

I seek efficiencies with new ways of doing things

I am open to innovation

CREATE THE AS-IS PERSONA

1 Have everyone create the current organization in the form of a persona. Some inspirational questions could be:

What is the organization/ persona's looking forward to?

What does the organization/persona do?

Who is the organization/persona in contact with?

What is the organization or persona's personality?

What does the organization or persona think about?

2 Identify the similarities.

3 Create a shared persona.

What is the organization/persona's values?

4 Give the persona a name.

Naysayer Nevil
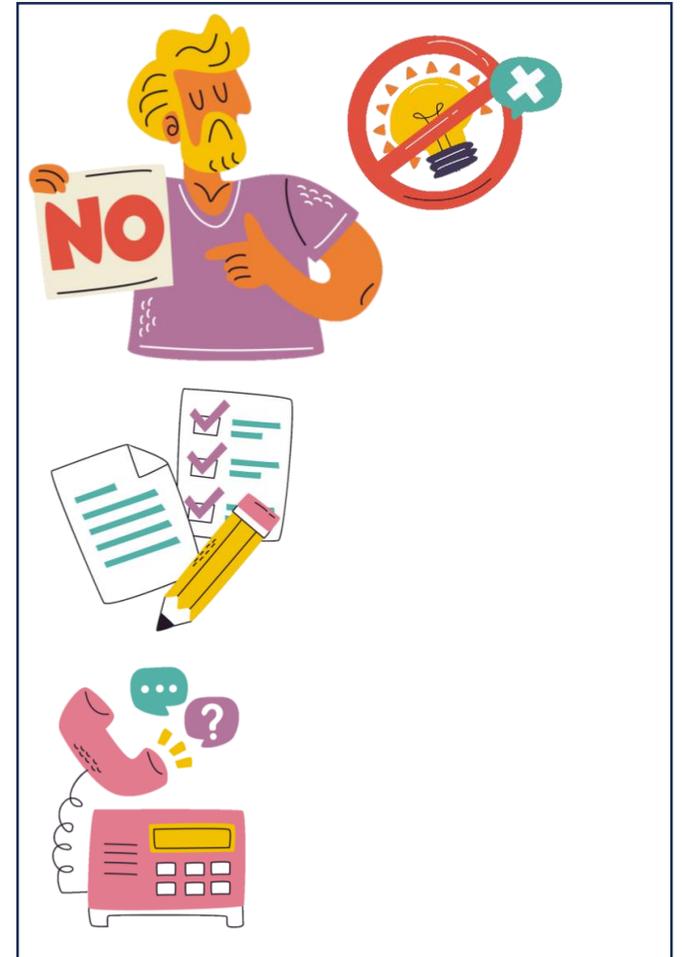
CREATE THE TO-BE PERSONA

Balanced Barry

1 Define your persona by identifying the goals, images, and behaviors of your TO-BE persona. Use the following prompts to brainstorm:

How should we behave as an organization?

What successes do we want to realize?

What do we want people to say about us?

2 Put everyone's answers into a big template and affinity group by key answers and pull-out themes

3 Create a collective TO-BE persona by combining the themes.

4 Name your persona.
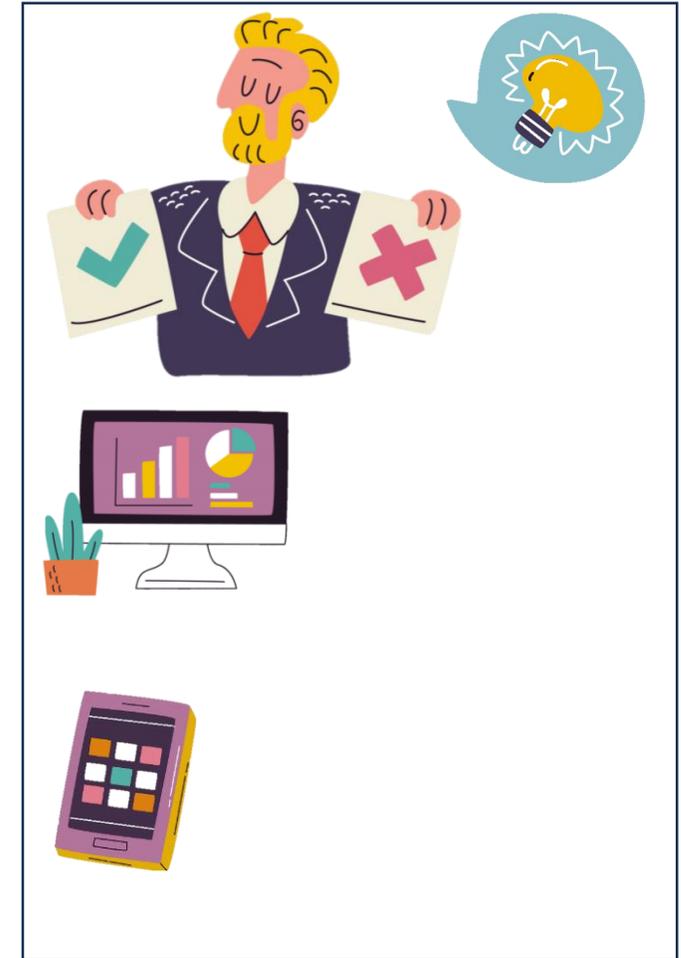
Discover and Build on the Root Causes of Success
LIBERATING STRUCTURES – APPRECIATIVE INVERVIEWS

1. Have participant sit in pairs

2. Interviewer asks the Interviewee: Please tell a story about a time when a change was successful.

3. Interviewer takes notes about behaviors they can identify in the story. Then, the participants swap places, and the same question is asked.

4. The participants review their notes together and ask if any of the behaviors they noted in each other's stories are relevant for this change as well.

Identify Hindering Behaviors
LIBERATING STRUCTURES - TRIZ

Теория решения изобретательских задач (theory of inventive problem solving)

1 Make a list of all you can do to make sure that you achieve the worst result imaginable with respect to your change.

2 Go down the list item by item and ask yourselves, "Is there anything that we are currently doing that in any way, shape, or form resembles this?" Be brutally honest to make a second list of all your counter productive actions.

3 Go through the items on your second list and decide what first steps will help you stop what you know creates undesirable results.

4 Transfer this to your culture change model.

WHERE TO LOOK FOR BELIEF SYSTEMS

Looking at your helping and hindering behaviors, identify and list what belief systems or organizational identity they create. Below are some possible areas to consider:

➤ **Decision making**: process, framework, autonomy	➤ **Recognition:** celebration, acknowledgment
➤ **Authority:** held by a few, shared power	➤ **Health & Safety:** physical, psychological
➤ **Conflict**: avoidance, rules of engagement	➤ **Team approach:** collaboration, care, concern
➤ **Structure**: hierarchy, fluidity, feedback	➤ **Communication style:** clarity, preference, patterns
➤ **Values:** written, un-written, what's important	➤ **Atmosphere:** Context, professionalism
➤ **Risk:** acceptance, avoidance, tolerance	➤ **DEIB:** diversity, equality, inclusion, belonging
➤ **Learning:** onboarding, professional development	➤ **Performance:** focus, engagement, fidelity

Questions?

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My Favorite Quote:

You don't rise to the level of your goals; you fall to the level of your systems — James Clear