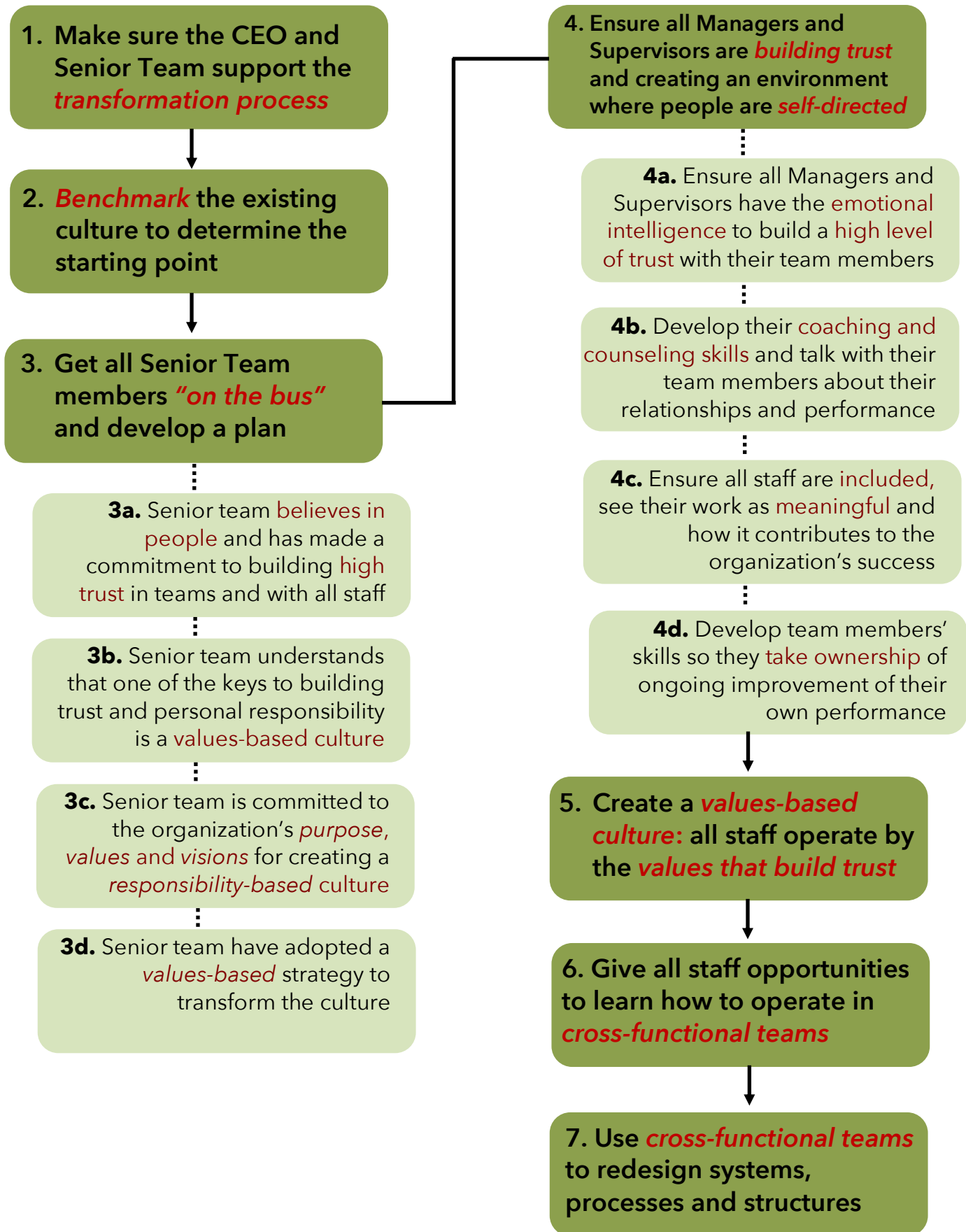


# 7 Steps to Culture Change



## 1. Make sure the CEO and Senior Team support the transformation process

**Bottom Line:** The entire senior executive team receives a high-level view of what's required, what they are transforming from and into, and commit fully to the transformational process and their roles within it.

CEO and Sr. Team steps

1. LifeWork Systems shares survey results with client lead
2. CEO shares need for culture project with senior team
3. The senior team and CEO learn about change process and capacity building
4. Senior team understands commitments and agrees

Knowledge initially provided is high level

1. 7 step process is reviewed by senior team and each understands process and commitments
2. Responsibility-based vs. control-driven approaches are contrasted
3. Engagement and the impacts of it on business results is understood
4. Leaders learn their unique roles and responsibilities throughout and beyond initial project
5. A leadership development process is reviewed and adopted
6. A new model for the workplace culture is understood and accepted, including building a foundation of trustworthiness and distributing training for all staff.

## 2. Benchmark the existing culture to determine the starting point

**Bottom Line:** Benchmarks may encompass different areas of company culture (e.g. trust, alignment). Once a benchmark is established, then assessments are re-issued to measure improvement.

Benchmarking includes

1. Strategic Alignment Surveys (SAS) for CEO, Senior Team, groups, departments or divisions, and/or the entire organization, initially and periodically after services have been delivered and skills implemented
2. Ntrinx surveys are provided for all to determine temperaments and to increase diversity awareness
3. Performance targets are identified, tracking is in place, with reporting to leadership and LifeWork Systems

## 3. Get all Senior Team members "on the bus" and develop a plan

**Bottom Line:** The Senior Team designs a custom plan and develops a strategy for rolling it out. Each team member is aware of their obligations and is committed to the plan and their role in it. They **Regularly Benchmark**

1. Layout the scope of work and make sure each senior team member understands all requirements and timelines. They agree to the schedule, roles, new tasks and in creating all deliverables of the process with their midlevel managers, supervisors and ultimately with the entire company or organization

<p><b>3a. Senior team believes in people and has made a commitment to building high trust in teams and with all staff</b></p> <p><b>Bottom Line:</b> Senior team learns the skills, models them for others, oversees new practices and <b>walks the talk</b>, first with their peers, then with managers and supervisors, then with all employees.</p> <p><b>Note:</b> Every person is mentored monthly, no exceptions</p>	<p>Senior team becomes cohesiveness and engages in</p> <ul style="list-style-type: none"> <li>• Trust-building (until high levels of trust are in place)</li> <li>• Teambuilding</li> <li>• Effective communication</li> <li>• Mentoring</li> <li>• Blueprint building for alignment</li> <li>• Identifying performance targets and tracking them</li> <li>• Effective meetings</li> <li>• Tracking culture practices (e.g. training, mentoring)</li> </ul> <p>Senior team prepares to introduce all components and oversee midlevel management as everyone participates in</p> <ul style="list-style-type: none"> <li>• Distributive learning for all</li> <li>• Integration of core values and 8 values to build trust</li> <li>• Supporting group facilitators as they rotate monthly</li> <li>• Support through leadership development</li> <li>• Mentoring sessions by self and midlevel managers</li> </ul>
<p><b>3b. Senior team understands that one of the keys to building trust and personal responsibility is a values-based culture</b></p> <p><b>Bottom Line:</b> Senior team uses, lives by, decides by, designs by, hires by, fires by, orients by, the core values and the 8 values that build trust.</p>	<p>Senior team over-communicates blueprint and direction (purpose, values, visions, goals, procedures and roles) and further builds trust by</p> <ul style="list-style-type: none"> <li>• Making values operational in the workplace</li> <li>• Modeling new skills and practices themselves and talking about what's next</li> <li>• Setting up new hiring, firing, orientation protocols based on values of the culture and tracking adherence</li> </ul>
<p><b>3c. Senior team is committed to the organization's purpose, values and visions for creating a responsibility-based culture</b></p> <p><b>Bottom Line:</b> Transfer of responsibility to all for relationships, productivity and engagement is priority for senior leaders.</p>	<p>Senior team makes certain responsibility and accountability are happening</p> <ul style="list-style-type: none"> <li>• Building capacity for change with all staff</li> <li>• Reviewing commitments with all staff</li> <li>• Participation in all project and oversight activities</li> <li>• Mentoring some of the employees</li> <li>• Discuss, create and implement new processes</li> <li>• Manage teams and help them promote the values and vision of the organization on an ongoing basis</li> </ul>
<p><b>3d. Senior team have adopted a values-based strategy to transform the culture</b></p> <p><b>Bottom Line:</b> Implementation of values is a key focus for saturating the environment with values-based behaving</p>	<p>Senior team makes certain accountability is happening by</p> <ul style="list-style-type: none"> <li>• Ensuring all systems are purpose and value based, not profit and activity driven</li> <li>• Identifying future subject matter experts and leaders</li> <li>• Mentoring staff and involving them in change process</li> <li>• Building capacity for change with all employees</li> <li>• Hiring, firing and orientation policies are revised to be aligned with culture practices, purpose and values</li> </ul>

<p><b>4. Ensure all Managers and Supervisors are <i>building trust</i> and creating an environment where people are <i>self-directed</i></b></p> <p><b>Bottom Line:</b> Managers and supervisors, who report to the senior team, are distributing skills, creating buy-in to the plan, and developing leaders at all levels.</p>	<p>Managers and Supervisors have taken initial training and are being mentored by senior team members. They are now</p> <ul style="list-style-type: none"> <li>• Reporting on status of work with direct reports</li> <li>• Demonstrating mastery of skills for improved relationships, productivity and engagement</li> <li>• Identifying and inviting staff members to become subject matter experts (SMEs) on the culture</li> <li>• Helping design and implement changes that reflect new culture and values</li> </ul>
<p><b>4a. Ensure all Managers and Supervisors have the <i>emotional intelligence</i> to build a <i>high level of trust</i> with their team members</b></p> <p><b>Bottom Line:</b> Managers and supervisors, are walking the talk and modeling skills so their staff trusts their commitment and are willing and encouraged to do same.</p>	<p>Managers and Supervisors are now</p> <ul style="list-style-type: none"> <li>• Continuing to learn proficiency in use of skills</li> <li>• Continuing to receive mentoring</li> <li>• Evaluated and promoted on their ability to model EI and build trust</li> <li>• Practicing teambuilding skills with staff</li> <li>• Demonstrating knowledge and use of skills and tools</li> <li>• Hiring, firing and promoting based on emotional intelligence, trust and core values of culture in mind</li> </ul>
<p><b>4b. Develop their <i>coaching and counseling skills</i> and talk with their team members about their relationships and performance</b></p> <p><b>Bottom Line:</b> Managers and Supervisors stop managing. They coach and model new behavior</p>	<p>Managers and Supervisors are now</p> <ul style="list-style-type: none"> <li>• Conducting group sessions with direct reports</li> <li>• Modeling and practicing skills with their direct reports</li> <li>• Mentoring staff</li> <li>• Using effective communication</li> <li>• Getting support from <i>their</i> mentors to build trust and resolve issues with team members</li> </ul>
<p><b>4c. Ensure all staff are <i>included</i>, see their work as <i>meaningful</i> and how it contributes to the organization's success</b></p> <p><b>Bottom Line:</b> Managers and Supervisors focus on developing leadership and intrinsic motivators.</p>	<p>Managers and Supervisors are now</p> <ul style="list-style-type: none"> <li>• Using encouragement strategies regularly including appreciative inquiry</li> <li>• Encouraging team by speak about contributions</li> <li>• Tracking and celebrating progress</li> <li>• Providing recognition for results related to vision, trust and values</li> </ul>
<p><b>4d. Develop team members' skills so they <i>take ownership</i> of ongoing improvement of their own performance</b></p> <p><b>Bottom Line:</b> Managers and Supervisors conduct mentoring and lead and participate in group sessions to continuously measure and improve skills and personal responsibility in self and in all direct reports.</p>	<p>Managers and Supervisors are now</p> <ul style="list-style-type: none"> <li>• Inviting and providing opportunities to direct reports for demonstrations of leadership skills</li> <li>• Developing intrinsic motivation through delegation of whole tasks with encouragement and support</li> <li>• Spending time nurturing social and emotional intelligence skills</li> </ul>

<p><b>5. Create a <i>values-based culture</i>: all staff operate by the <i>values that build trust</i></b></p> <p><b>Bottom Line:</b> All leaders are reinforcing new processes and aligning procedures such as how they hire, fire, onboard, and educate staff with values as they implement and integrate the new culture model.</p>	<p>All employees have been:</p> <ul style="list-style-type: none"> <li>• Provided the skills and processes in a fully distributive manner for changes in behavior and functioning</li> <li>• Onboarding new staff into the culture model</li> <li>• Every employee is mentored weekly or bi-weekly</li> <li>• Every employee is responsible for relationships, productivity and engagement.</li> <li>• Every employee understands it's not acceptable to operate outside of the 8 values that build trust or the core values identified by the organization as a whole.</li> <li>• Hiring and firing processes are related to the culture.</li> </ul>
<p><b>6. Give all staff opportunities to learn how to operate in <i>cross-functional teams</i></b></p> <p><b>Bottom Line:</b> Senior executives, managers and supervisors all promote leadership skills by training staff in practicing leadership, collaboration, and teamwork in specific cross functioning events.</p>	<p>All employees are given the training and opportunities to practice cross-functional teamwork and exercise initiative, shared power and leadership:</p> <ul style="list-style-type: none"> <li>• Opportunities to lead meetings</li> <li>• Delegated whole tasks and work with related stakeholders within the company (at all levels and from a variety of disciplines and temperaments)</li> <li>• Staff become skilled at the necessary behaviors and protocols for proactive creating, collaboration and cooperation events and projects</li> <li>• Use of appreciative inquiry ensures productive teamwork</li> </ul>
<p><b>7. Use <i>cross-functional teams</i> to redesign systems, processes and structures</b></p> <p><b>Bottom Line:</b> The transformation process culminates as all stakeholders participate in redesigning elements of the organization so that the purpose, values and visions of the organization are reflected throughout.</p>	<p>Because all employees have been taught how to be self-motivated and emotionally and socially intelligent and effective in cross functional teamwork, together they are:</p> <ul style="list-style-type: none"> <li>• Working in effective teams to examine and improve all business, customer service, internal culture, R&amp;D, technology, HR, and any other system in order to promote ongoing improvements and excellence</li> <li>• They create solutions to meet existing and future visions TOGETHER to accelerate effectiveness of their efforts.</li> </ul>