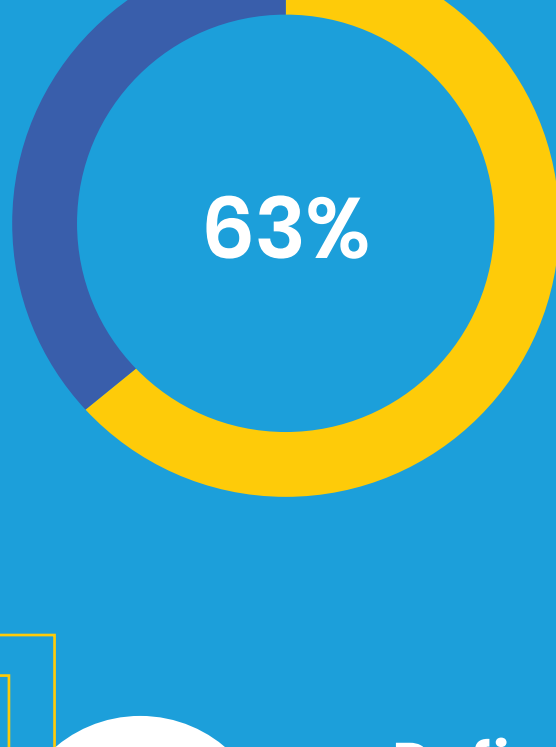


# LEADING CULTURE TRANSFORMATION

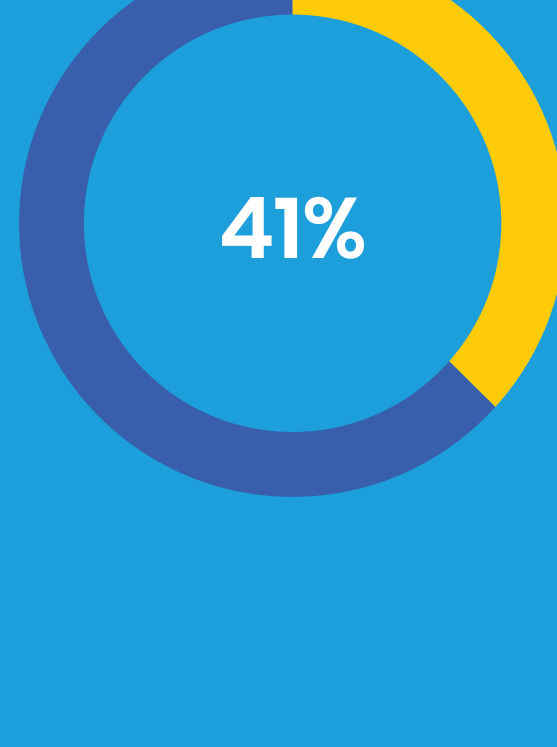
A guide for leaders to manage organizational change



Leaders Think Their Culture is Strong



Employees Disagree



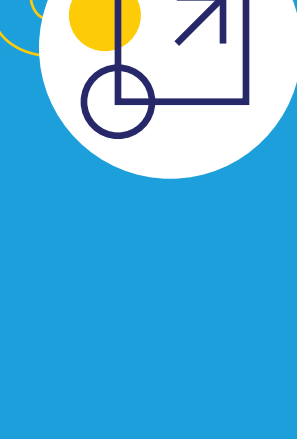
## Define Culture

> Determine the ideal target culture needed to align with business strategy and the employee value proposition.



## Audit Culture

> Audit key human capital management practices i.e. hiring, onboarding, internal communications, goals, performance management, recognition, rewards, etc.



## Transform Culture

- > Recommended action plans to move organizations toward their ideal culture
- > Suggested products to implement action plans
- > Ongoing measurement of the efficacy of culture programs

**Change is disturbing when it is done to us, exhilarating when it is done by us.**

—ROSABETH MOSS KANTER

## TYPES OF CHANGE



DEVELOPMENTAL



TRANSFORMATIONAL



TRADITIONAL

## 8 TRAITS OF SUCCESSFUL TRANSFORMATIONS

1

A clear, compelling reason for the activity

2

A powerful senior Guiding coalition

3

A sense of urgency throughout the organization

4

An explanation of how an employee's life will change

5

Short-term milestones

6

Identify & replace counter-productive behaviors

7

Remove day to day obstacles to the new vision at every level

8

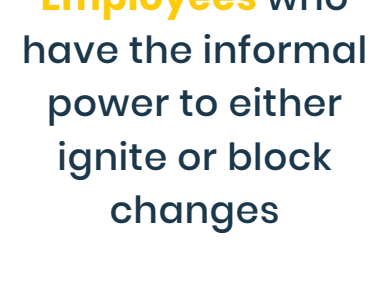
Over communicating by a factor of ten



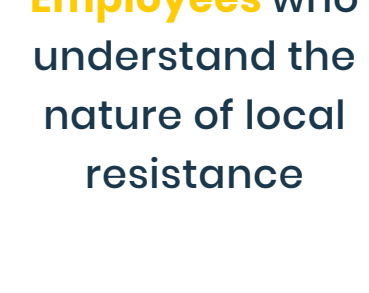
## KEY INFLUENCERS

### Who are they?

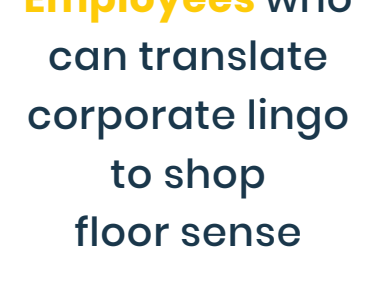
Key influencers are the influential employees that colleagues go to if they have questions or concerns & whose opinion they trust.



**Employees** who have the informal power to either ignite or block changes



**Employees** who understand the nature of local resistance



**Employees** who can translate corporate lingo to shop floor sense

### How are they used?

#### Increase Local Buy In

By **involving key influencers** in the planning of important change activities the chances of true local buy-in increase radically

#### Make the Change Contagious

Ensure that your key influencers are strong **advocates for the change** – and display this in their daily communication with peers

#### Get Bottom-up Insight

The key influencers have a wide network across the organization. By establishing **on-going feedback** between them and management you are continually aware of how well your change process is going



## 6 KEYS TO COMMUNICATING CHANGE

### Manage employees' expectations

Be open and honest in your communications, articulating clear and realistic timelines for developments. Sugarcoating bad news will only lose their trust.

### Don't presume that your employees know what change agents know

Being so close to a change event, it's easy to forget what is "news" to employees and to underestimate the impact that small pieces of information can have.

### Don't presume once is enough

Ensure that employees receive key messages with frequent communication from preferred sources.

### Make information available and accessible

Ensure that employees know what types of information are available and where they can find it.

### Reduce the distance between the change agents and the rest of the organization

Help change leaders to build a personal connection between the change and employees' daily lives.

### Make an emotional appeal

Need to engage their hearts and minds.