CULTURE CHANGE GUIDE

This resource is a guide for helping organizations work through culture change.
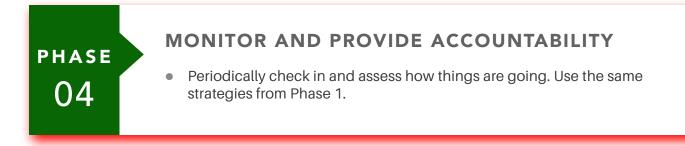
PHASE 01

ASSESS YOUR CURRENT CULTURE

- Observe social interactions. How do people interact with each other?
- Observe emotions. Do you notice tension, discomfort, laughter, etc.?
- Assess the physical environment. Is the workspace welcoming and inviting for everyone?
- Talk to people. Ask questions like these:
  - "How would you respond if a friend asked you, 'What's it like to work in your organization?'"
  - "What are the best things about the way we do our work?"
  - "How would you describe the relational atmosphere of our organization?"
  - "What is the main thing you'd like to see changed in our organization?"

PHASE 02

ENVISION A DESIRED CULTURE

- Interview people from other organizations you respect.
- Meet again with the people you talked to in Phase 1. Ask them for suggestions.
- Convene joint meetings between your culture change team and senior leaders. Together, consider which of the six main elements of a healthy workplace culture need attention:
  - Communicating your purpose and values
  - Providing meaningful work
  - Focusing your leadership team on people
  - Building meaningful relationships
  - Creating peak performing teams
  - Practicing constructive conflict management
- Taking each of these areas into account, draft a concise and readable document that describes a concrete vision for your organization's culture. Include clear goals, expected milestones, and a schedule for evaluation.

PHASE 03

SHARE AND TEACH THE CULTURE

- Set up departmental meetings to present your culture change document and discuss the following:
  - Why changes are being made.
  - How changes are being made.
  - When changes are happening.
  - Who is responsible for making the changes.
  - How you will know when you have successfully changed.
- Offer training for identified problem areas.

PHASE 04

MONITOR AND PROVIDE ACCOUNTABILITY

- Periodically check in and assess how things are going. Use the same strategies from Phase 1.

KEY POINTS TO REMEMBER

- Make small, easy, and simple changes *now.*
- Risk *over*-communicating rather than *under*-communicating.