

The Cultural Transformation Roadmap

Build the Culture You Need to Succeed



The background of the slide features a series of concentric circles in a light green color, centered on the page. The circles vary in size, creating a target-like or ripple effect.

**“All organizations are perfectly
designed to get the results they get.”**

Arthur W. Jones, Proctor & Gamble

You don't have a people problem.

You have a culture problem.



It's easy to point fingers and complain about how hard it is to "find good people these days," but the truth is that people's behaviour is primarily shaped by their environment.

And the environment is primarily shaped by you – the leader.

At work, this is called your culture. Like the powerful flow of a river, your culture determines what direction you're moving in, and as we all know:

Your direction determines your destination.

People will only paddle against the current for so long before getting tired or abandoning ship. At some point, if you want to move in a new direction, you're going to have to redirect the river.

If you want to change your future, you have to change your culture.

What's the organizational impact?

An unhealthy or misguided culture impacts your organization in these three areas:

PERFORMANCE

90%

of organizations fail to execute their strategies successfully

Harvard Business School

50%

of business leaders say they feel skeptical of their organization's ability to react to future shocks and disruptions

McKinsey

MORE THAN HALF

of employees report being relatively unproductive at work

Gallup

ENGAGEMENT

79%

of Canadian employees are disengaged at work

Gallup

77%

of job seekers consider a company's culture before applying for a job

Glassdoor

10.4x

toxic corporate culture predicts turnover much more than compensation does

Sloan MIT

WELL-BEING

\$1 Trillion

productivity lost per year due to depression and anxiety

WHO

57%

of employees report good holistic health

Glassdoor

81%

of employees would prioritize good mental health over a high-paying job

Work Institute

1 in 5 CEOs and HR leaders feel they don't have the "right culture" to succeed

Deloitte

**Most culture
change efforts
fail.**



**Only 15%
of culture
transformations
are deemed
successful.**

Institute for Corporate Productivity, 2021

We can help.

Culture transformation is one of the most complex change initiatives an organization can undertake. **It helps to have a guide.**

Why you can trust us:



An experienced team

With experts across Canada, we've partnered with hundreds of organizational leaders to build better workplace cultures.



A validated process

We've developed an evidence-based approach to culture change that is steeped in research and tested in real-world settings.



A human-centred approach

We design and create workplace cultures that allow human beings to thrive as they collectively accomplish their purpose.

We've worked with:



WINNIPEG
AIRPORTS AUTHORITY



Skwxwú7mesh
Úxwumixw
Squamish Nation



The Cultural Transformation Roadmap

The journey through change isn't easy, but it doesn't have to be confusing. We believe there are three main phases to a successful culture transformation effort.

1. Clarify

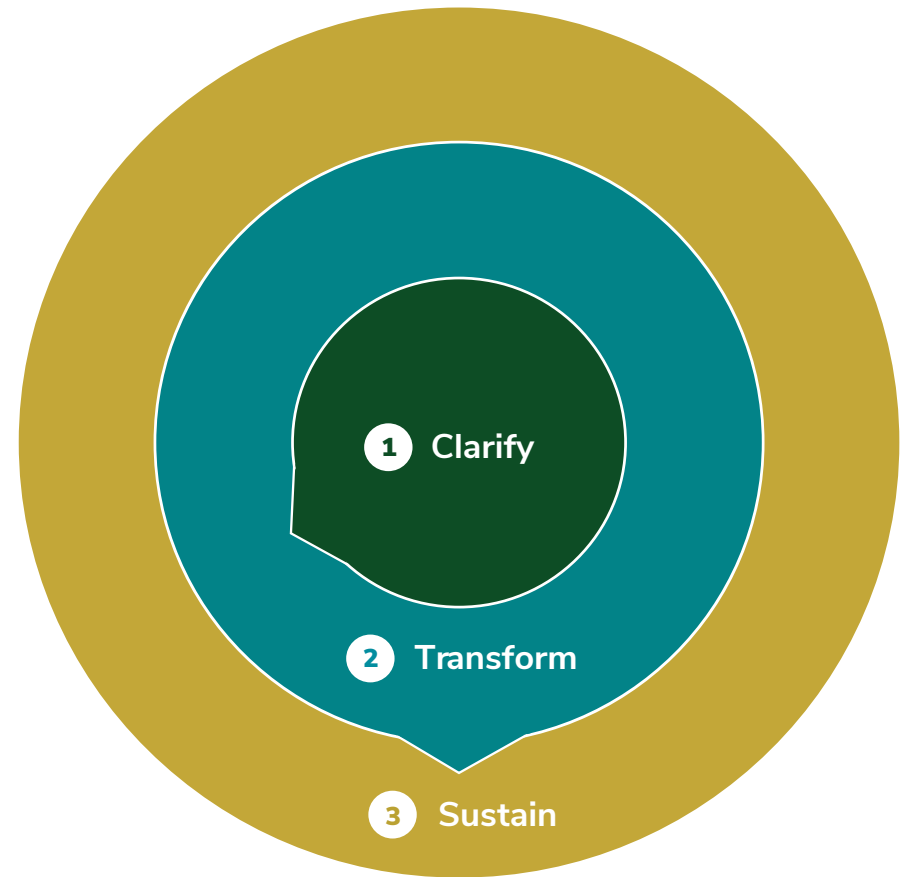
Get honest about the present and align around the future.

2. Transform

Co-create changes that help people and systems adapt to a new reality.

3. Sustain

Maintain momentum and continuously renew a healthy and strategic culture.

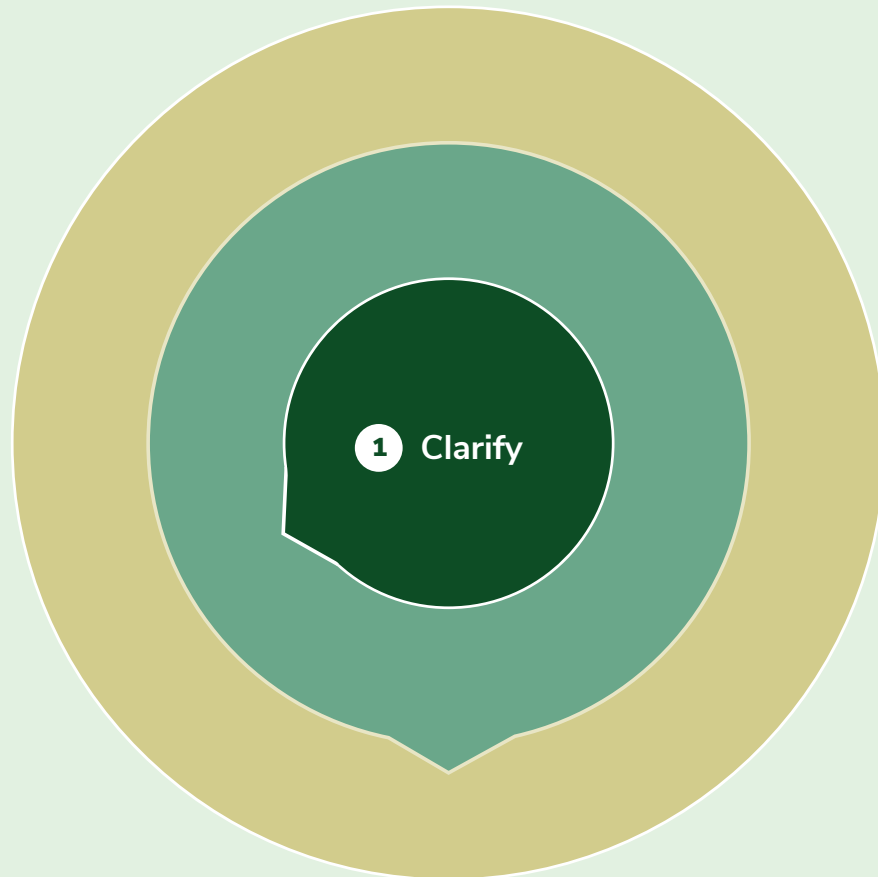


PHASE ONE

Clarify

In this phase, we create clarity, set intentions, and align leadership behaviours. Organizational members will understand their current reality and agree on their desired reality as they follow a unified leadership group that is taking the first steps toward the future.

Our goal is to build the foundations for long-term, sustainable change

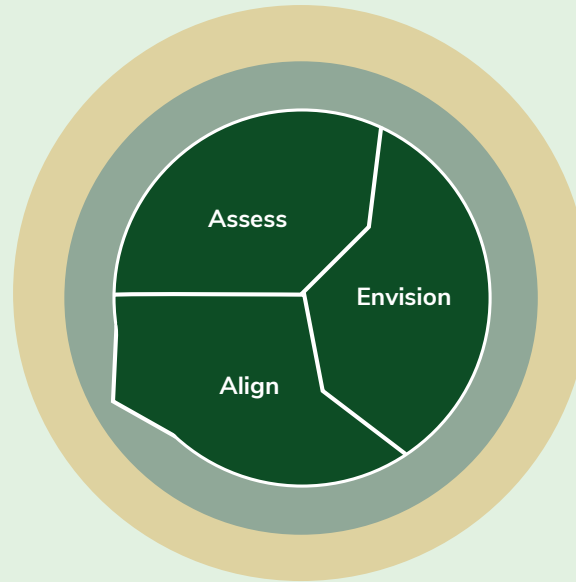




PHASE ONE

Clarify Stages

Get honest about the present and align around the future.



1. Assess

Goal: Clarify the current reality. Understand where you are on the map.

ACTIVITIES

- **Observe.** Be curious and notice the behaviour that is normal around you.
- **Start the conversation.** Understand the different perspectives that exist in the organization.
- **Create a benchmark.** Use surveys, measures, and stories to define where you're starting.

2. Envision

Goal: Clarify your desired future. Understand your destination.

ACTIVITIES

- **Articulate values.** Define the guide rails that will help everyone stay on the path.
- **Align with strategy.** Determine who you need to be to accomplish your strategic priorities.
- **Build a scorecard.** Identify the behaviours, metrics, and signs of success for this transformation.

3. Align

Goal: Model the way forward together as a unified leadership team.

ACTIVITIES

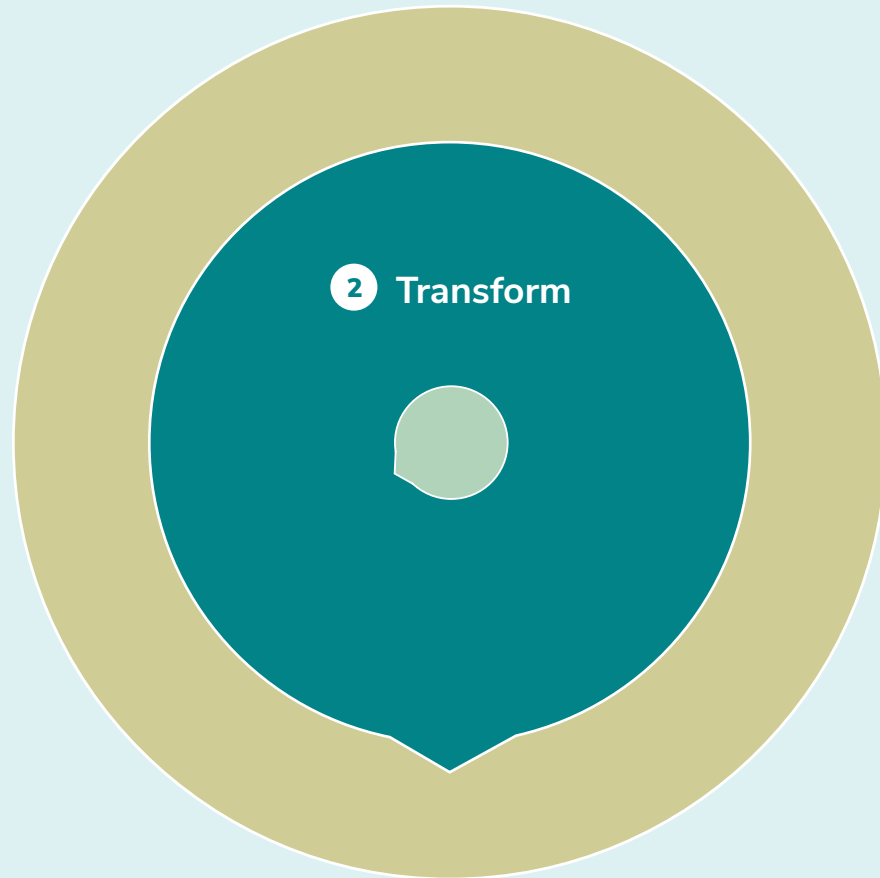
- **Learn together.** Explore what healthy culture and leadership mean for your context.
- **Strengthen the team.** Create a safe space to name and navigate the tensions that exist among leaders.
- **Test new behaviour.** Agree on which leadership behaviours and practices you will model together.

PHASE TWO

Transform

In this phase, we stimulate and enable change at multiple levels throughout the organization. For transformation to stick, it will require behavioural change at the individual level, process and practice changes at the team level, and systemic change at the organizational level.

Our goal is to weave together change at all three levels to help you build your desired future.

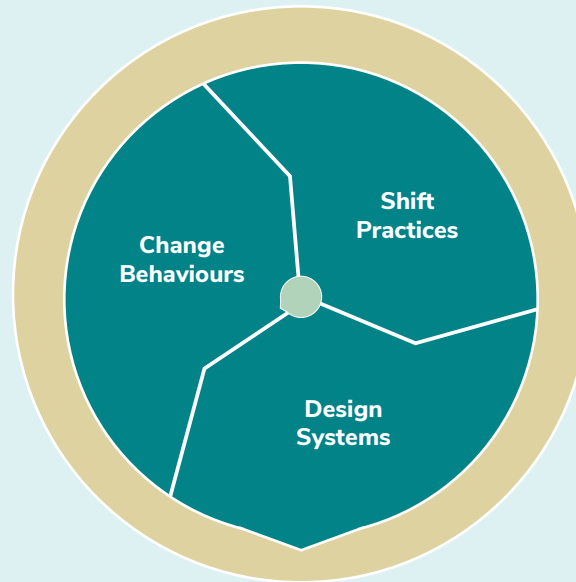




PHASE TWO

Transform Stages

Co-create changes that help people and systems adapt to a new reality.



1. Change Behaviours

Goal: Identify and strengthen individual behaviours that support the desired culture.

ACTIVITIES

- **Reflect and discuss.** Create space for people to thoughtfully identify how their individual behaviours can align best with organizational values.
- **Recognize and affirm.** Notice, name, and celebrate the stories of those who are living out the desired culture.
- **Train and equip.** Provide opportunities for people to learn the skills that will help them succeed in the new culture.

2. Shift Practices

Goal: Test out new ways of working together that allow people and performance to thrive.

ACTIVITIES

- **Perform regular retrospectives.** Learn from what's working, and what's not, to identify where change is needed most.
- **Practice continuous change cycles.** Engage in a regular rhythm of testing, learning, and adapting team practices and processes.
- **Expand what's working.** Identify bright spots and early wins, and expand these throughout the organization.

3. Design Systems

Goal: Embed desired values into organization-wide systems, processes, and structures that shape how people work together.

ACTIVITIES

- **Identify enablers and blockers.** Investigate how current systems are either supporting or impeding the desired culture. Understand root causes.
- **Change priority systems.** Create a long-term plan for how to redesign core systems and structures that are holding you back.
- **Learn and adjust.** Create feedback loops that help you understand the impacts of system-level changes so that you can respond and adapt.

PHASE THREE

Sustain

In this phase, the goal is to maintain momentum and avoid reverting back to the previous way of doing things. At this point, leaders have developed the skills and capacity needed for cultural change work, and must now rely on those skills to sustain the new ways of working that have been developed.

Our goal is to continuously monitor, learn, and adapt to ensure the culture remains healthy and aligned with the strategy.

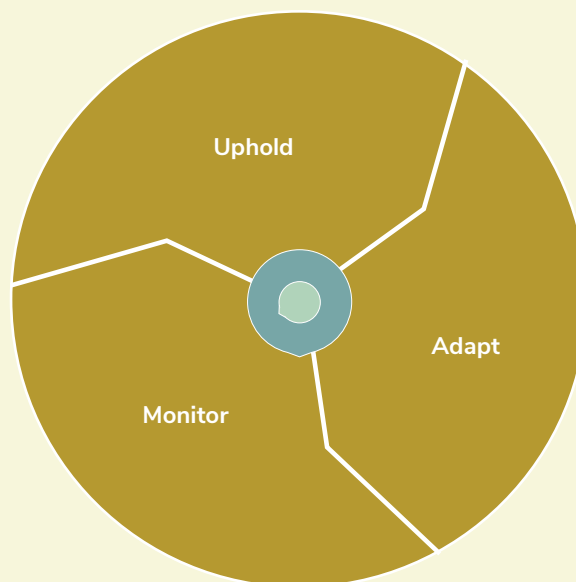




PHASE THREE

Sustain Stages

Maintaining momentum and continuously renewing a healthy and strategic culture.



1. Monitor

Goal: Develop the tools and habits needed to maintain awareness of the current cultural reality.

ACTIVITIES

- **Update and maintain your Culture Scorecard.** Continue to gather stories and track the metrics needed to understand how culture is evolving and changing.
- **Establish regular feedback loops.** Be diligent in understanding the impact that changes, initiatives, and leadership behaviours are having on the organization.
- **Set up a Culture Team.** Create a representative team of employees to help leaders maintain a meaningful connection to the organizational reality.

2. Uphold

Goal: Strengthen and reinforce the desired behaviours and values of the culture.

ACTIVITIES

- **Practice ongoing leadership development.** Ensure your hiring, selection, and training efforts are properly equipping managers to lead and model the desired culture.
- **Recognize Culture Champions.** Formally affirm and celebrate individuals and teams who are intentionally modelling a healthy and desirable workplace culture.
- **Provide accountability.** When behaviours, practices, or systems don't align with cultural values, ensure that respectful feedback and accountability measures are in place.

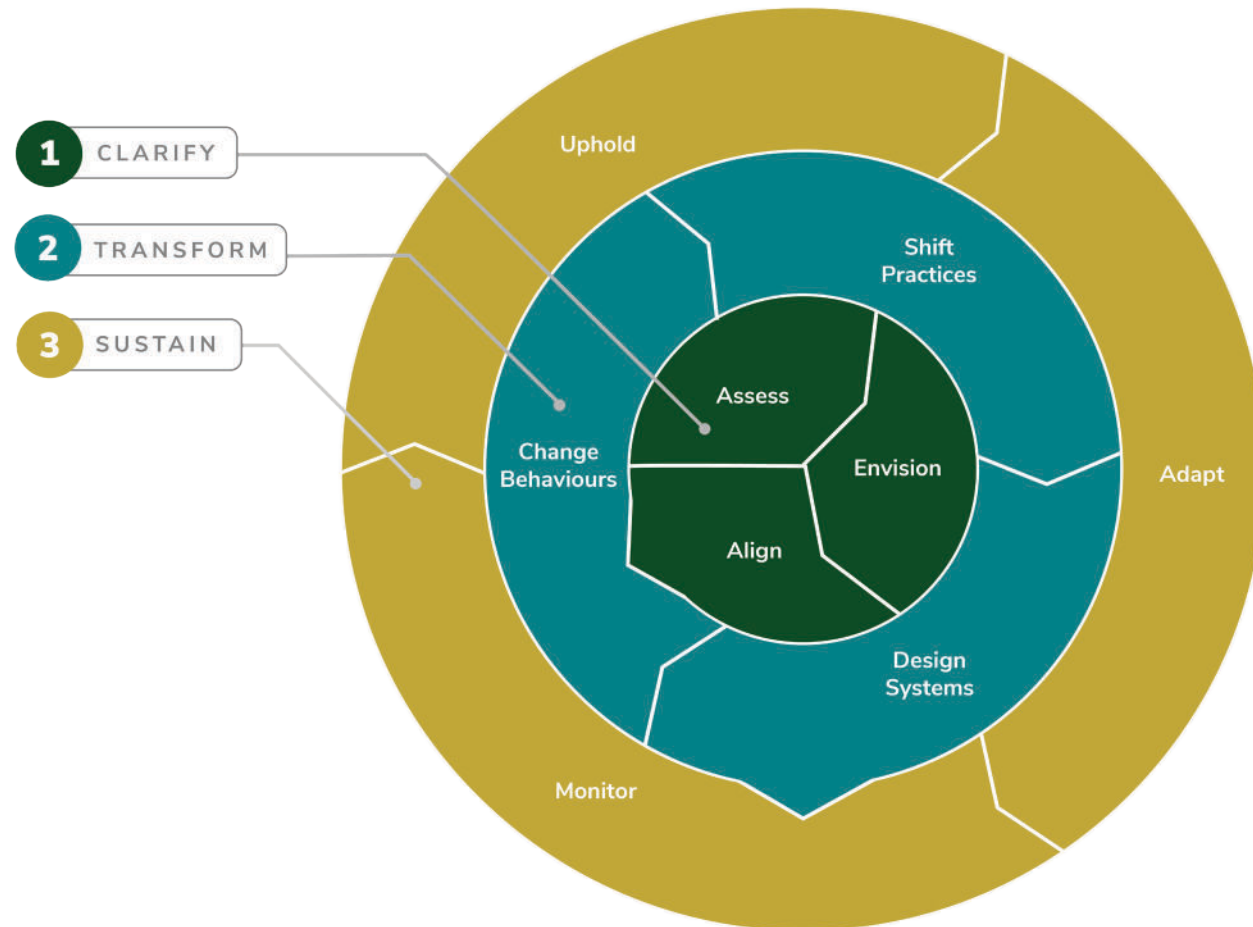
3. Adapt

Goal: Continuously learn and adjust practices, processes, and systems that support the desired culture.

ACTIVITIES

- **Perform regular organizational reviews.** Pay attention to how organizational systems are either encouraging or discouraging desired behaviours and adapt as needed.
- **Facilitate team-based cultural retrospectives.** Make space for teams and departments to regularly reflect on how they need to evolve to contribute to a healthy workplace culture.
- **Create personal growth plans.** Include values-based growth goals in learning and development plans.

The Cultural Transformation Roadmap Overview



So what's next?

1



Start with a
free cultural
health
assessment

2



Talk through
the results
with your
team

3



Book a free
consultation

4

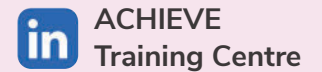


Explore
ACHIEVE
resources

5



Follow us on
LinkedIn at





ACHIEVE
CENTRE FOR LEADERSHIP