

# 12-Step *Culture Change Process*



## *Commit & Define*

1. Define the business need for change and *achieve executive commitment* to the process.
2. Assess the current state of the organization's culture and *define the desired state*.



## *Plan*

3. *Identify the guiding behaviors* (e.g., *The 10 Principles of Personal Leadership™*) that will shape the desired culture and drive desired business results; ensure that these behaviors support the organization's vision, mission, values, and strategy.
4. *Determine measures of success* for the culture-change process.
5. *Create and implement a comprehensive plan* that addresses each of these key culture-change components:
  - a. Communication, b. Training, c. Reinforcement, d. Coaching, e. Integration, and f. HR Systems' Alignment.



## *Execute*

6. *Hold executives accountable* for leading the culture-change process and modeling the 'guiding behaviors' that define the desired culture; provide executive coaching as necessary.
7. *Unfreeze existing organizational beliefs and undesired behaviors* using a proven training methodology; start with the senior-most leaders and cascade this training throughout the organization. A critical mass of people must be trained.
8. *Develop and implement a 360-degree feedback instrument and process* based on the organization's guiding/desired behaviors; use the 360-degree feedback data for developmental and coaching purposes. Cascade the process throughout the management ranks.
9. *Coach all employees up to higher performance or out of the organization* using the values and guiding/desired behaviors; provide training to ensure that all management employees can deliver expectations, feedback, and coaching skillfully.
10. *Adopt the 'two-level rule'* where every leader holds his/her direct reports (level one) and his/her direct reports' subordinates (level two) accountable for modeling the organization's guiding/desired behaviors; cascade the 'two-level rule' throughout management.
11. *Communicate* success stories *and celebrate* progress routinely.



## *Evaluate & Improve*

12. *Continually measure progress and make process improvements* as needed.