



## Managing Culture Change

### Top Six Tips

*Getting it right from the start, Building the corporate culture you want*

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#### **1. Change: What stays and what goes?**

Companies spend a lot of time on how they want to change but not on how they currently are. The secret is to being clear about your current culture, what is good and should be retained and what needs to go. If you are not clear on the key characteristics of your current culture, it's hard to start describing what you will do differently.

#### **2. Strategy: What is the rationale for the change?**

You need to think through why you are doing this and why now. Examine your rationale and whether it is valid and logical. A change of leadership is not a rationale for change in itself. Why do you think this change will be good for the company and good for your customers? Test that assumption and articulate it.

#### **3. Engage Staff: Who do you think is going to implement this?**

You need to engage staff as you develop the strategy, get them on board, and check your assumptions. You need to explain the rationale and strategy, repeatedly and by different means. Keep the messages super clear and succinct. Don't assume they share your thinking. They may have different opinions, different information and perspectives.

#### **4. Aspire: Are we there yet?**

Talk about the culture you want to create as something to aspire to, not as something that already exists. It doesn't exist yet, you are creating it. If you talk about it with employees as current reality, they will become cynical, because it isn't there yet.

#### **5. Behavior: How are we going to behave?**

Talk about the culture you want to create in terms of behavior. Talk about what it looks like and the way people are in the new culture. Engage staff on this and generate affirmative statements that are the principles of behavior in your new culture. For example: "We take the time to listen", "We value different opinions".

#### **6. Leadership: Where are the adults?**

You can have any number of articulations of your vision and lots of slogans and posters, but if members of the senior team are not exhibiting the behaviors of the culture you're trying to create, people will become disillusioned very quickly. The senior team need to spend time contracting with each other about how they will work together through the change and agree ways for them to be accountable with each other and with their staff.