



Internal Keys for Significant Culture Change

The highest-performing leaders embrace, rather than avoid, the hardest challenges. One of the most critical issues they face, “How do I best and most quickly engender positive change?”

The best leaders continuously work toward self-change...

- 1 **Do** focus on what the leader’s role has been in the culture’s roots, positive and negative, and what he/she can do to help a situation.
Do Not convey that only some are held accountable.
- 2 **Do** help participants become intentional, so they consciously realize they are making choices rather than by default blaming bad luck or others for both what happens and what does not happen.
Do Not communicate that the solution lies in things and outside resources. Direct them instead to already available inner resources.
- 3 **Do** enlist the power of embracing vulnerability. Cultural change means venturing into uncharted terrain/unknowns.
Do Not hide or minimize the fact that the change process is unknown even if it makes you feel imperfect, as a leader.
- 4 **Do** focus on what is gained rather than lost by change. Acknowledge but do not let all fears and negativity dominate.
Do Not focus predominantly on tomorrow’s values rather than on illuminating examples of what is progressing well and acknowledging those who lead effectively.
- 5 **Do** maintain flexibility in handling ambiguous situations. There will always be more unknowns than known in a process of cultural change.
Do Not keep emphasizing, “We do not have enough resources” when this is a perennial condition. Can’t default to a cannot-do attitude.
- 6 **Do** take the lead in exemplifying personal responsibility. Walk-the-Talk and strive to be as consistent as possible between expressed mission, values, policies and actions.
Do Not insufficiently communicate or fail to admit problems or acknowledge issues that are blocking implementation.
- 7 **Do** build a system to develop and support change agents within the company, especially those on a grassroots level. Teach them to help others improve attitude and actions.
Do Not think that only the leaders know what will ultimately transpire; this can turn into arrogance. Do not default toward influencing others via position or power.
- 8 **Do** take the situation in hand by selecting and getting participation from those critical employees and management members whom others respect and respond to.
Do Not expect or wait for complete buy-in before taking next steps.
- 9 **Do** provide hope, deepen relationships and work toward bringing people together. Honestly, discuss what they can learn and gain from the cultural change and team efforts.
Do Not strive at all costs, which can leave disillusioned and discontent people in its wake. Do not fail to strengthen teamwork whenever possible.



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