



Culture Change Stages

	Alpha/Sprint	Beta/Pilot	Full Launch
Implementation focus	Narrow (a single team, department, or function)	Expanding (two to three teams, departments, or functions)	Expansive
Behaviors	Broad behaviors taken as given (five innovation behaviors); specific behaviors defined at a rough level	Customized broad behaviors and more detailed specific behaviors	Codification of behaviors in a culture playbook
Blockers	Identification of one to three clear and obvious surface-level blockers	Identification of “blockers behind the blockers” informing supporting infrastructure recommendations	Core blockers removed with interventions now focused on the blockers behind the blockers
BEANs	One to three “good enough” BEANs are identified and launched	Initial BEANs are refined and strengthened; new BEANs are launched	BEAN-creation methodology is codified and distributed
Infrastructure and environment	None	Recommendations for developing supporting systems and structures	Recommendations for supporting systems and structures in the process of being implemented
Supporting resources	One to two ad-hoc catalysts	An emerging catalyst team	A formal catalyst team
Supporting documentation	None	A draft of a “culture playbook” (including an inspirational description of the tomorrow culture)	The finalized culture playbook
Length	Four to six weeks	Two to three months	Ongoing