




BUILDING CULTURE CHANGE MOMENTUM

**LEARN FOUR PRACTICAL SHIFTS THAT
CAN UNLOCK PROGRESS**

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Our purpose is to empower
forward-thinking
organizations to navigate
disruptive change
and own the future



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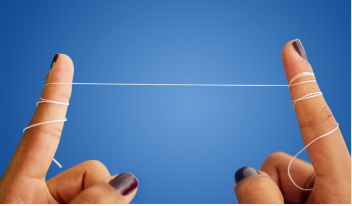





**The success rate on
culture change programs
is low, from 15% to 35%**

IN THE CHAT

What gets in the way of shepherding the desired culture in your organization?

Today, we'll discuss 4 four practical shifts that can unlock cultural transformation

-  **1** Talking about **culture** → Talking about **behavior**
-  **2** **Listing** sets of values or ideals → Tying behaviors to **business outcomes**
-  **3** Focus on surface-level **symptoms** → Addressing underlying **blockers**
-  **4** Preferring **formal** process to drive change → Use both **formal** org changes **AND less formal** behavioral nudges

STEP 1

Talk less about culture and more about behavior



STEP 2

Focus on behaviors tied to specific business outcomes



STEP 3

Go beyond surface-level symptoms and address underlying blockers



However, these blockers are difficult to diagnose and require creative approach to understand the deep-rooted issues

STEP 3

How to identify underlying blockers



Observational study: Do a deep-dive observation of a key organization ritual



Analysis of qualitative “breadcrumbs”: Sift out signals in unstructured qualitative data suggesting lived behaviors (vs. aspirational values)



Historical analysis: Review critical moments (founding, big successes, traumatic events) in the organization’s history



In-depth interviews: Conduct 60- to min discussions to probe deeper, get specific examples, & surface unstated challenges



Surveys: Get perceptions about how much desired behaviors are regularly followed, and what gets in the way



Image elicitation (drawings): Tease out subtle dimensions of culture by giving people ways to surface complex, subtle issues and/or emotions that are hard to describe



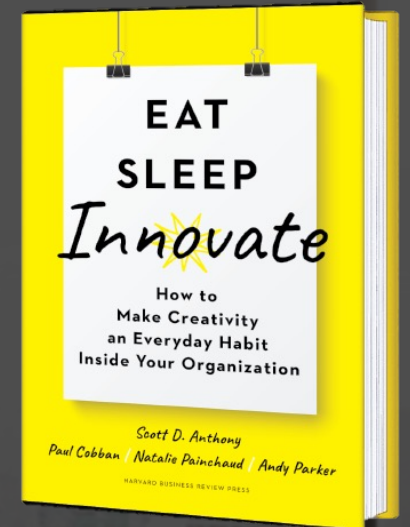
Diaries: Capture in-the-moment feelings

STEP 4

Use both formal organizational changes & less formal behavioral nudges



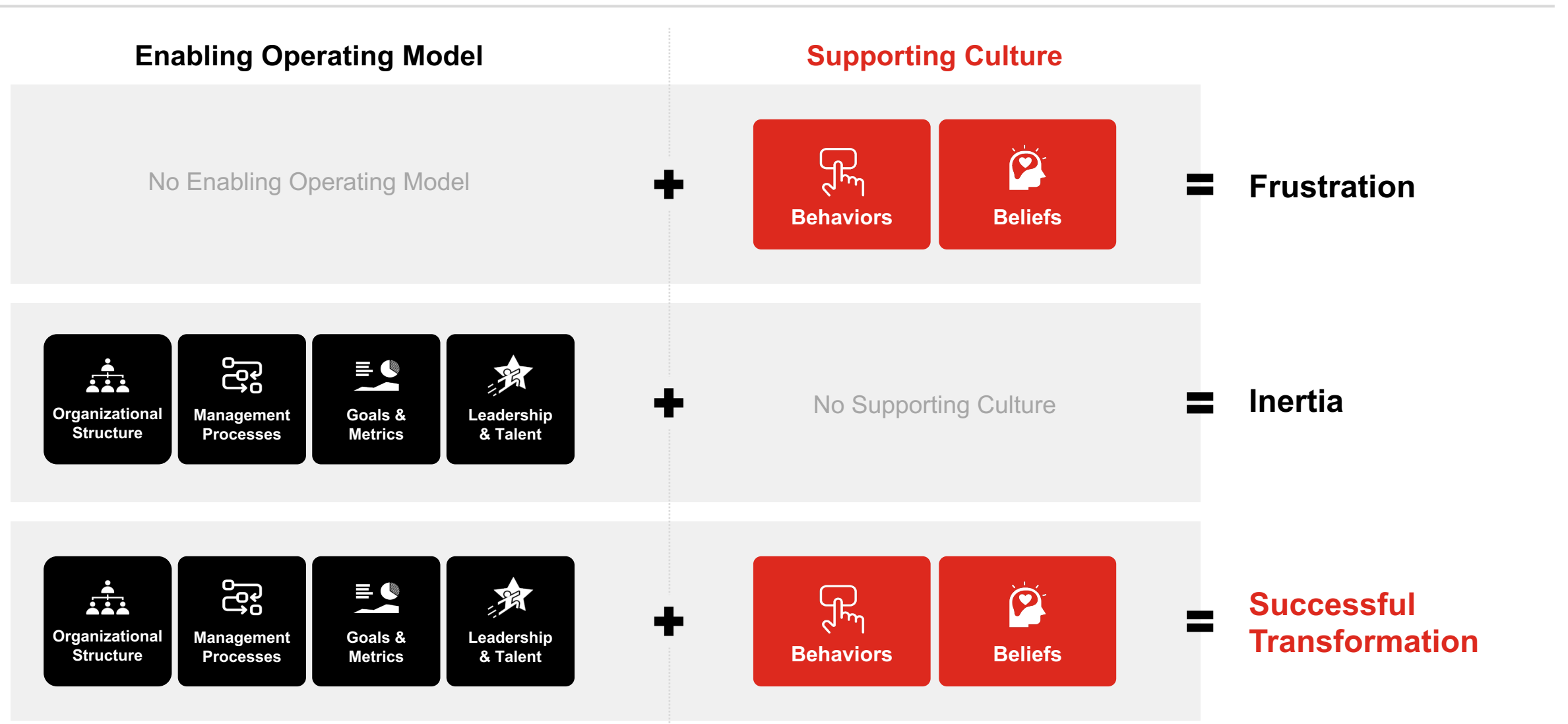
INNOSIGHT PUBLICATION



Eat Sleep Innovate:
How to make creativity
an everyday habit inside
your organization

*Harvard Business Review
Press, 2020*

Successful transformation requires evolution both to systems and culture



Q&A

Please use the 'chat' or 'raise hand' functions to ask questions

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Building Culture Change Momentum: Four Practical Shifts that Can Unlock Progress

By Ned Calder and Leslie Rikleen

Culture change is a critical enabler of organizational transformation. Here are four approaches industrial companies can use to make cultural change practical and clearly tied to business outcomes.

Business leaders talk a lot about the importance of culture. There is broad acknowledgment that it is a critical enabler of business growth and transformation. Incumbents like Ford and GM in the automotive industry openly discuss the need to change their cultures to keep up with disruptive entrants.

Non-digital natives talk about evolving their cultures along with investments in technology to capture the full value of AI and other digital technologies. And yet, tangible progress is slow. While 92% of executives believe that it is directly tied to business outcomes, only 16% feel it is where it needs to be at their firms. This is, in part, due to the inherent ambiguity of the concept.

Often conflated with broader notions such as organizational values or overly broad generalizations, culture becomes an elusive – and often ignored or overblown – target. This challenge is especially prevalent in industrial companies where the often vague concept is a poor match for their bias towards tangible and process-oriented measures. However, given the degree of disruptive change within industrial markets today, making progress against cultural impediments is crucial.

Addressing these challenges requires stripping away the confusing language and low-impact initiatives and focusing on practical solutions tied to real business problems. Below we highlight four shifts in how companies approach this challenge that can help progress.

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Reach out if you think this 4 step approach could help your organization achieve its culture shift ambitions