

Culture Change Formula™

Changing the culture of your organization is quite simple but it is not easy, it requires that you come back to this formula over and over and over again.

**Build on the organization's
mission and long term vision**



**Change the conversation using a
strategic planning effort or a key initiative**



**Use the Engagement Spiral™ - so all
see their fingerprints on the outcome**



**Culture
of
Leadership
And
Engagement**



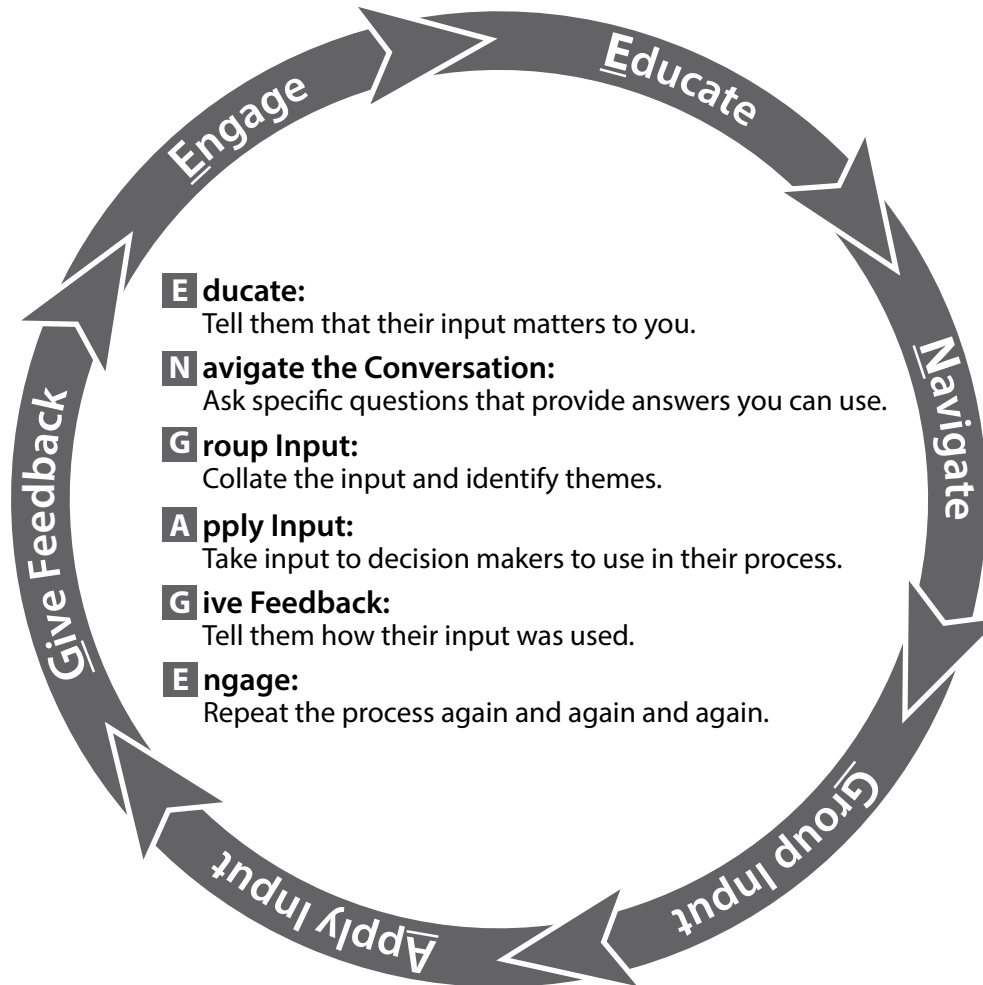
**Develop leadership
throughout the organization**



**Sustain change by measuring,
monitoring and managing**

THE ENGAGEMENT SPIRAL

We've found that with a simple framework called the **Engagement Spiral**, and some good questions practiced consistently over time, you can create incredible engagement in your family, your team, your department, and your organization.



CREATE ENGAGEMENT

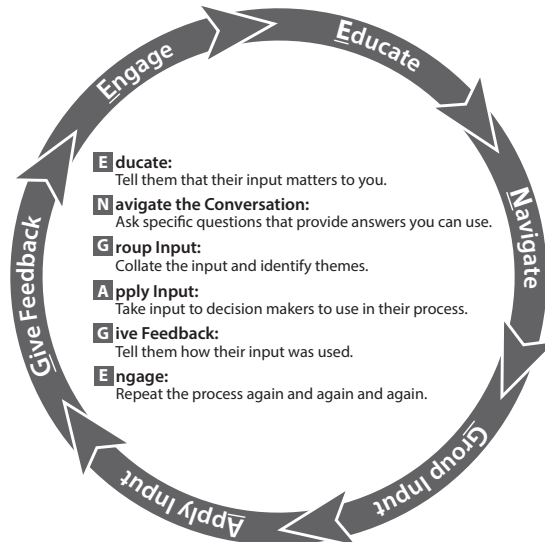
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Engagement is:

THIS	NOT THIS
Clear vision	A free-for-all
Leaders set specific expectations / metrics / performance standards for success	People with no expertise running the organization
A culture where people know they can influence	Individual dissent derails decisions
Specific questions guide dialogue to move decisions forward	Endless discussion and debate
Decisions are made with input from those most affected	Everyone has input on absolutely everything
Rationale is provided for all key decisions	Input "disappears" into the corner office

The ENGAGEMENT SPIRAL

- 1 Educate
- 2 Navigate
- 3 Group input
- 4 Apply input
- 5 Give feedback
- 6 Engage...
and do it all again



1 Educate the people you're working with that their input and perspective matters.

True engagement requires leadership—a willingness to influence and be influenced by. You can't effectively change your organization if leaders and decision makers are not open to the influence of others and if the people you are trying to engage do not know how to influence you.

2 Navigate the conversation.

Teach people how they can genuinely make an impact.

This is where almost every organization we have worked in goes wrong! Once they commit to the first step, many leaders either ask a vague question like “how is it going?” or they do a complex survey that takes the input away from the individual. It is essential to teach people how to navigate the conversation—be clear about the input you actually need and can take action on.

One of the most powerful series of questions we have created to get important, actionable input is **Benefits, Concerns, and Suggestions**.

1. What are the **Benefits** of this proposal/plan/strategy/initiative/approach?
2. What are your **Concerns** about this proposal/plan/strategy/initiative/approach?
3. What **Suggestions** do you have for us about this proposal/plan/strategy/initiative/approach?

This is so powerful because when you start by asking for the benefits, you change the focus from one of poking holes in a new idea or of saying nothing, to having them sit back and think in new ways about how the plan can work for them, for the team, for the organization, for the client or customer. This changes the conversation and shifts how they conceptualize their concerns and helps them think about aligning with you to create success when they offer their suggestions.

Another powerful question when providing solution ideas to a group is, “What did we miss?”

3 **Group their input and get it to the relevant decision makers.**

If you don't ask the right questions, you won't have input that's helpful and you'll likely feel foolish bringing the input to the relevant decision makers.

When this is done with a large group, the input will need to be collated and key themes identified. Leaders have said this "takes too much time"... but then found that doing so saved them from significant blow-ups in the future. When staff feel respected in the process, they stand with leaders to help make challenging decisions. And as part of the Engagement Spiral, those leaders continue to ask for input, of course.

4 **Apply input.**

Use the input and perspective. This seems straightforward, but it only works if you have input that is helpful!

5 **Give them specific feedback on how their input was used.**

This is where 95% of the organizations we work with drop the ball. Even if they've done all the right things up until now, they tend to forget to provide specific feedback on how the input was used. Or, if they decided not to go with what the group suggested, leaders often get nervous and act like they didn't ask, which is a big mistake.

6 **Engage *again and again and again and again...***

Continue again through the spiral: remind them that their input and perspective matter, etc., etc.

As you can see, it's pretty simple, but not always easy to do over and over again. Most leaders have years of practice making decisions and informing the group. Engagement will accelerate your leadership and your organization's success.

If you are interested in us putting together a more in-depth training on this approach, let us know!