

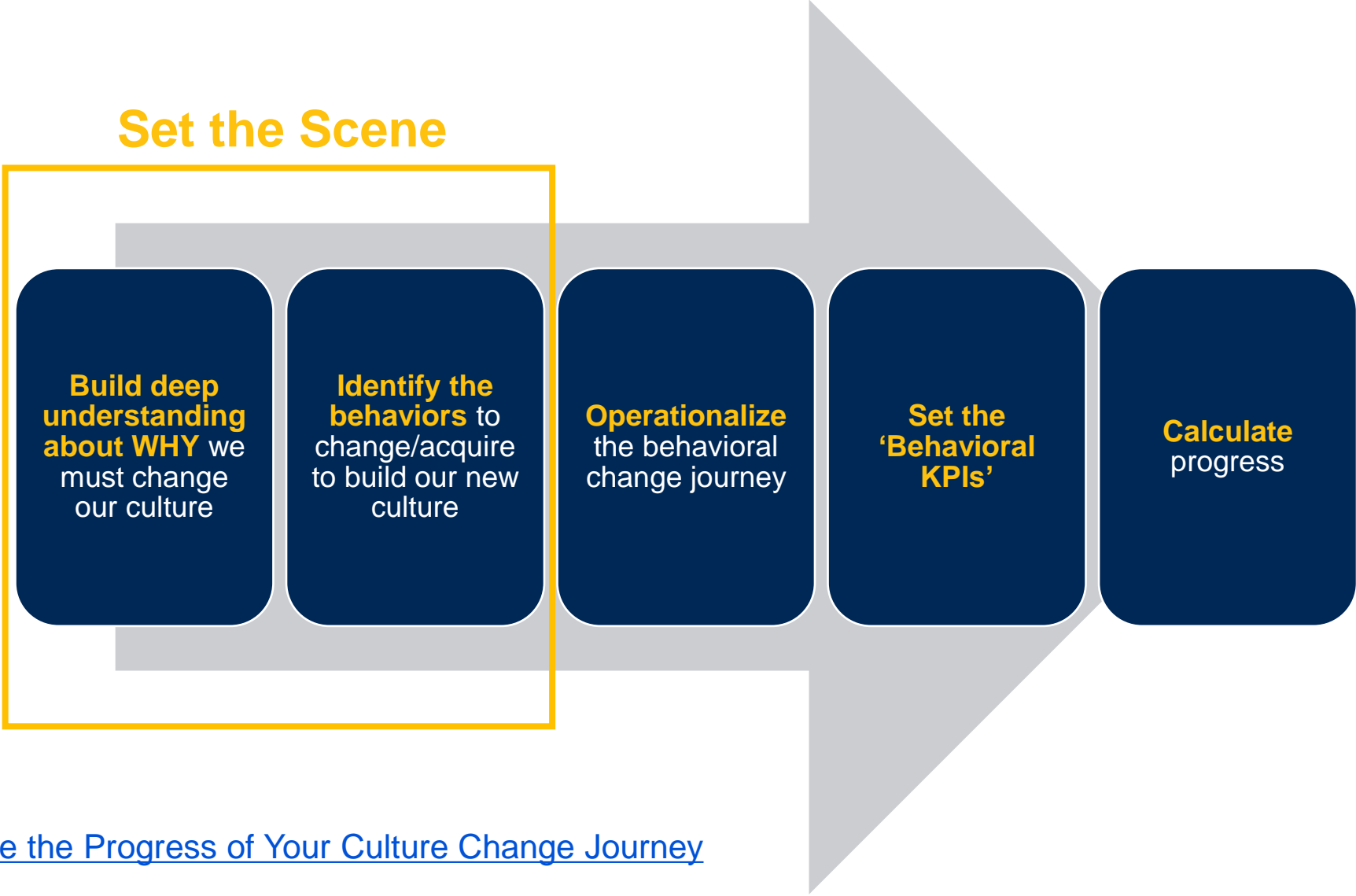
CULTURE CHANGE

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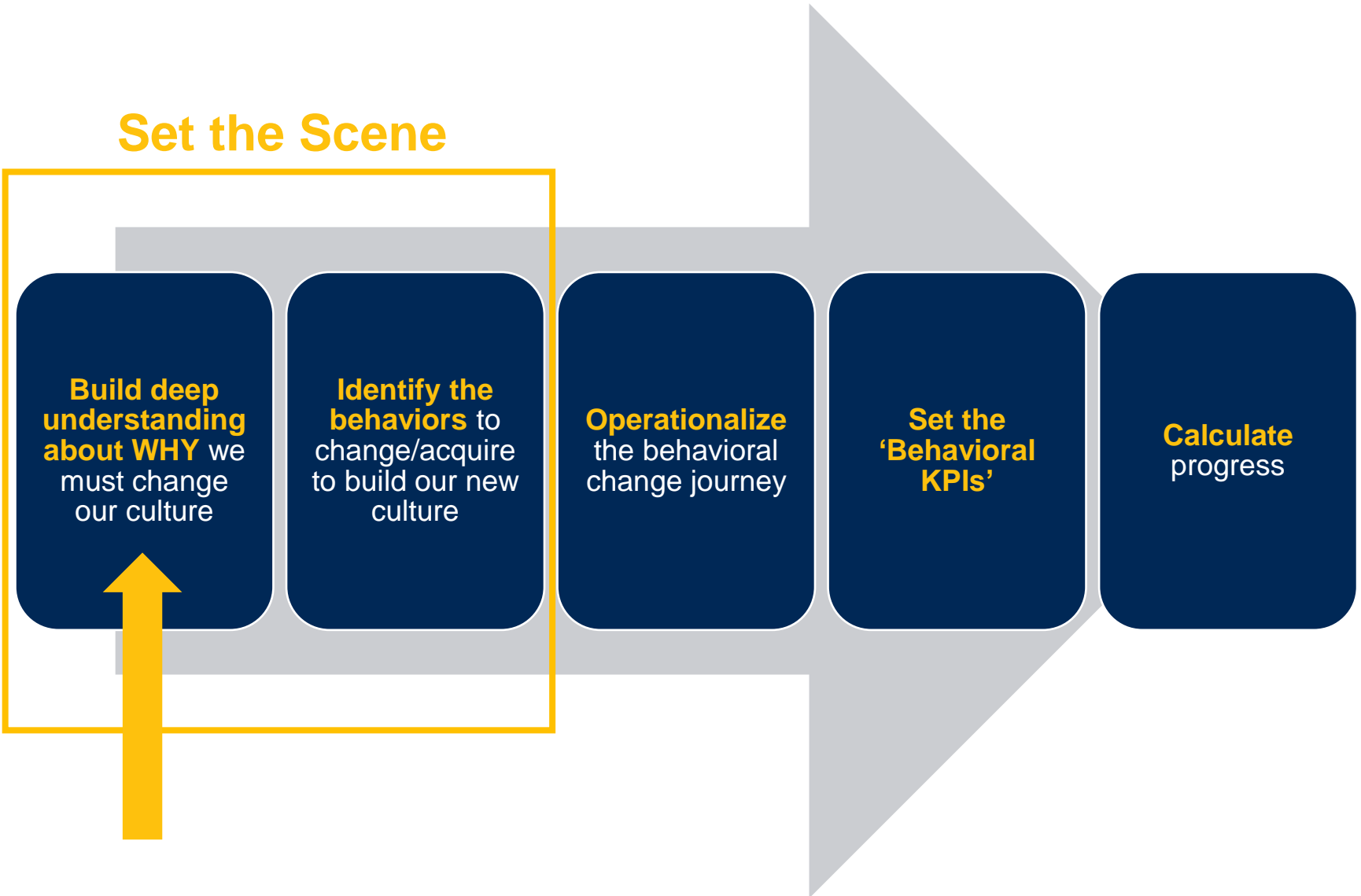
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Culture Change Roadmap



[How To Measure the Progress of Your Culture Change Journey](#)

Culture Change Roadmap



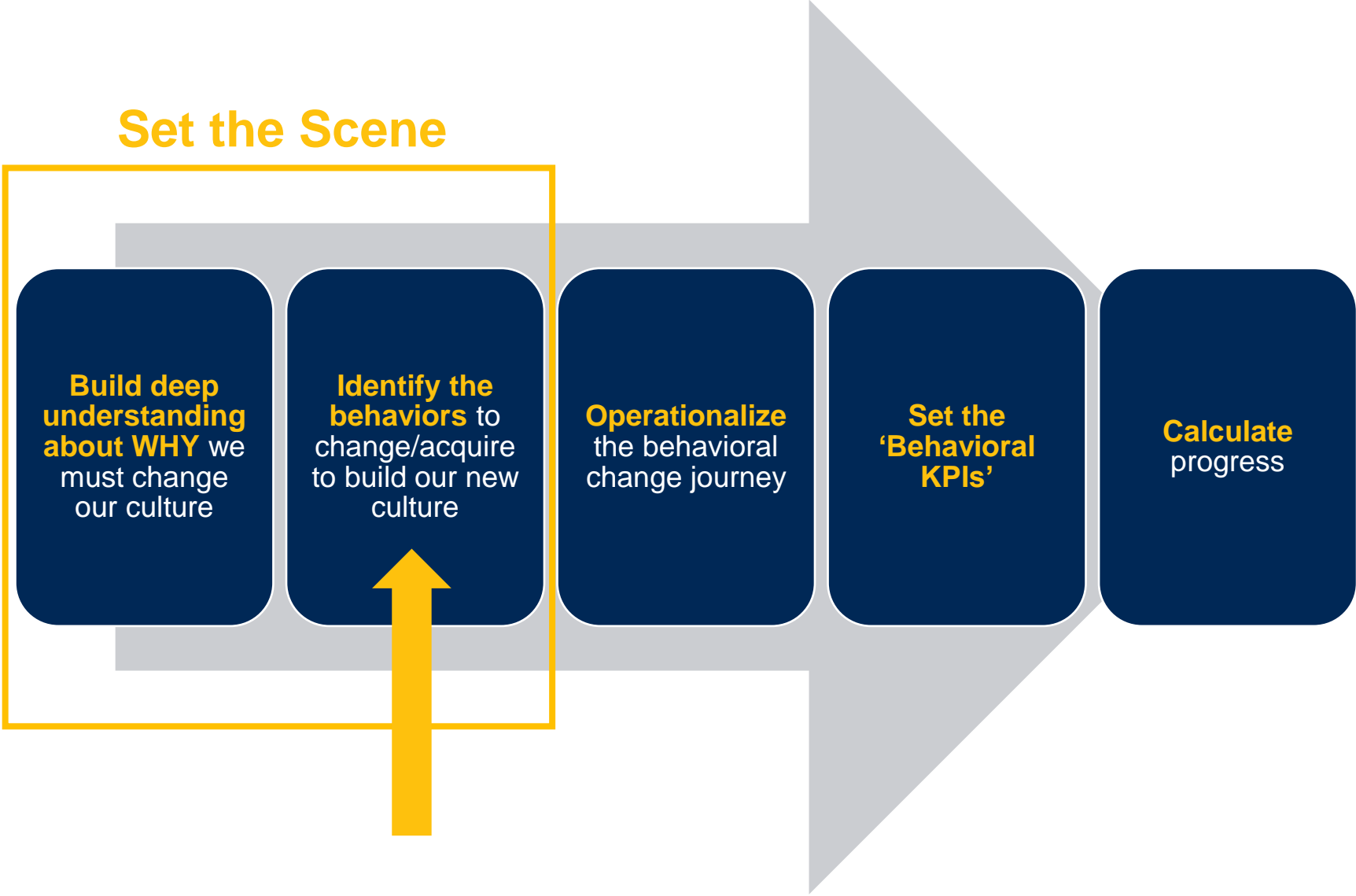
The “WHY” Statement

[Our company/dept.] is **transforming into** [destination in plain language, avoid buzzwords]
in order to [objectives, avoid buzzwords]

Example:

***“We are **transforming into** a quick and creative company, **in order to** meet the **changing buying habits of our customers**, who demand exceptional customer experience.*”**

Culture Change Roadmap



Identify The New Behaviors

ILLUSTRATIVE

From

To

We make the decision NOW!

Implement fast and adjust with learning

Consistent and aligned messaging

Alignment on priorities

Enterprise develops solutions

Important:

Co-Create with your direct reports/team members

Tool: Assessment of Culture Alignment to Your Enterprise's Digital Ambition



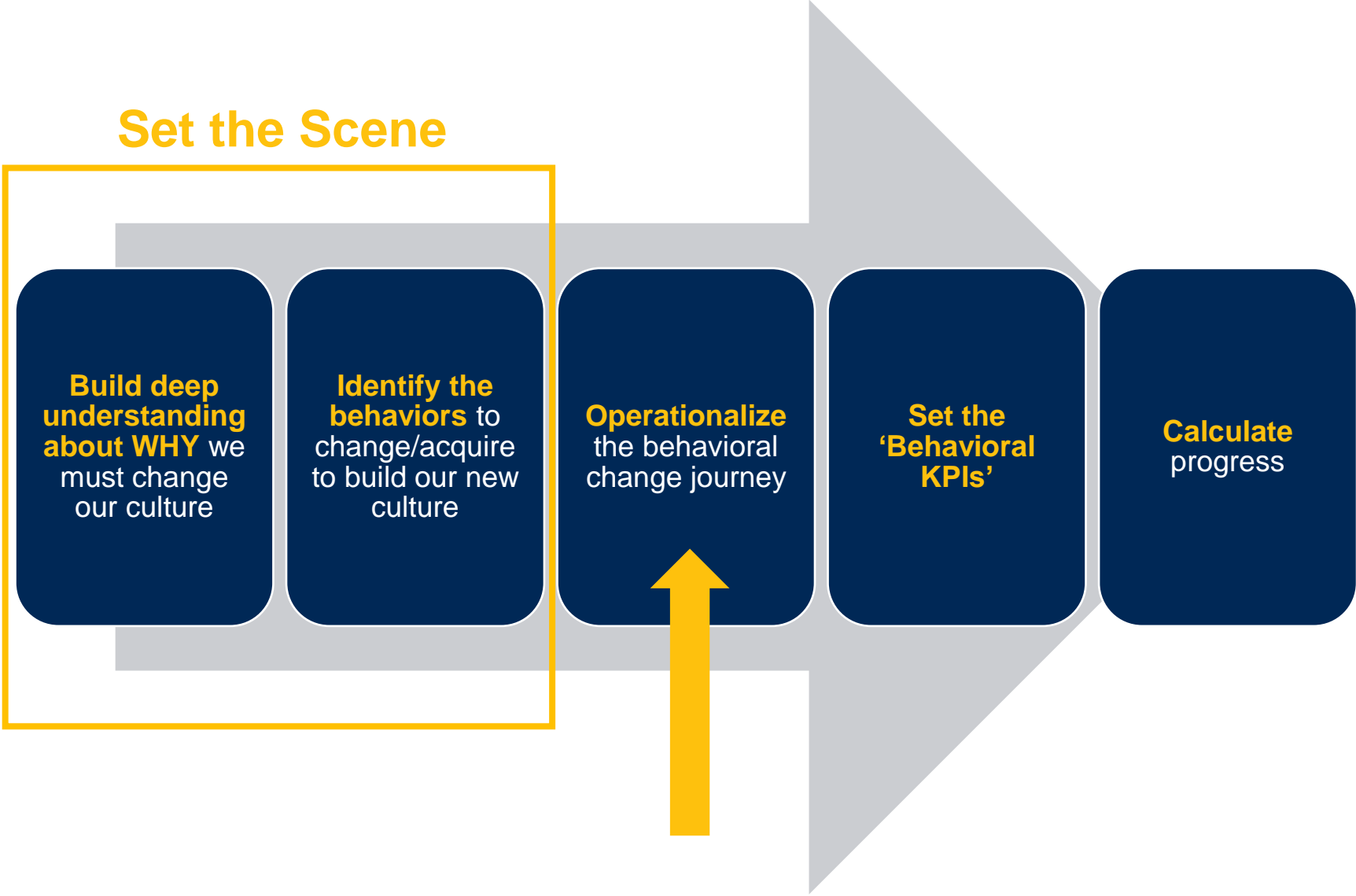
- Behavior 1
- Behavior 2
- ...
- Behavior i
- Behavior i+1
- ...

Specific behaviors for your company (derived from the WHY statement)

Well-identified set of behaviors that predispose employees to meet your enterprise's **digital ambition**

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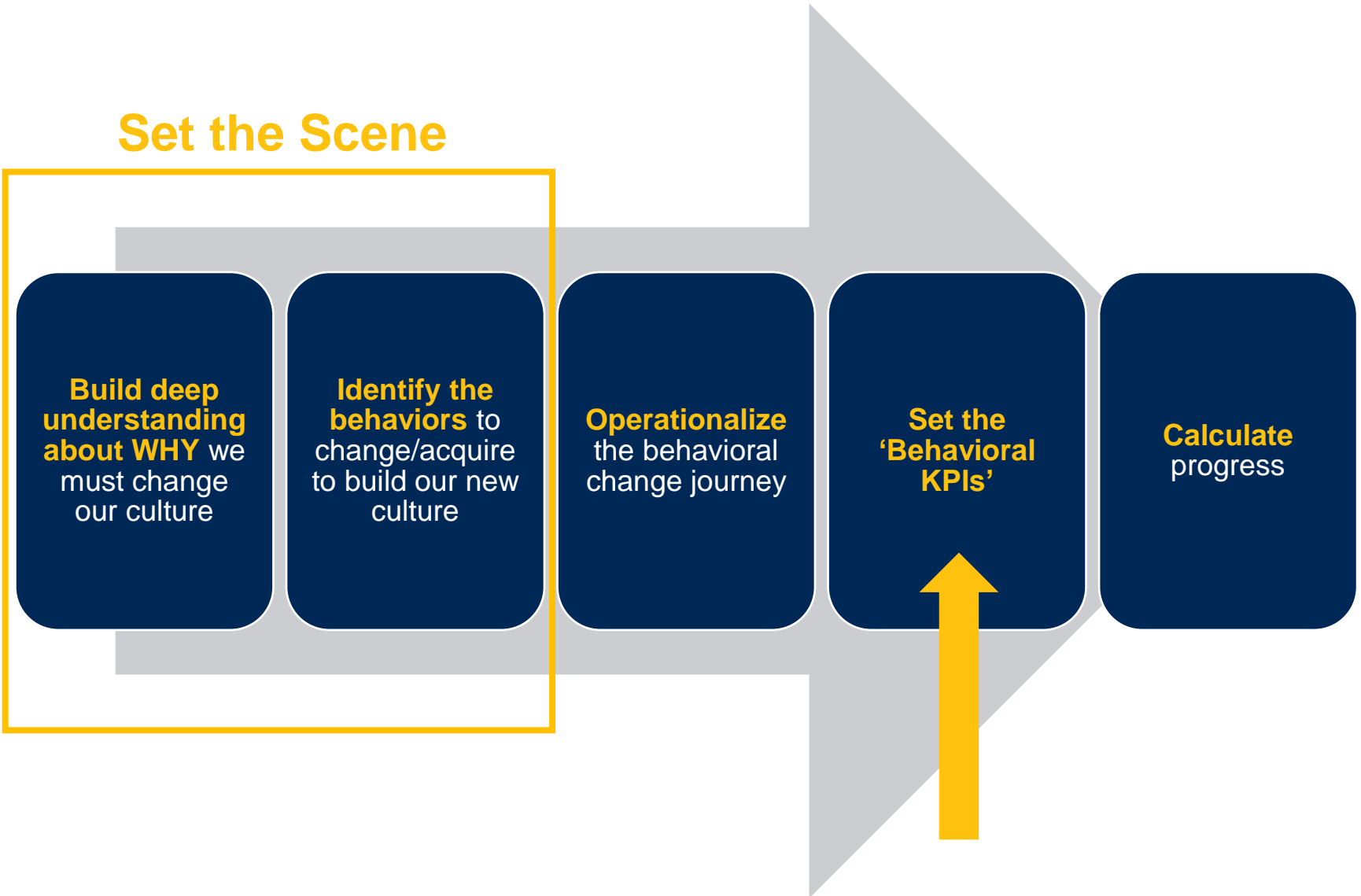


Operationalise The New Behaviors

Illustrative example (From-To to acquire Risk-Taking behaviors)

From	To	Operationalization	Activity
Be right the first time (i.e. sure bets only)	Give yourself permission to make mistakes when exploring uncharted territories	Conduct a pre-mortem analysis before exploring something new ('What can go wrong?', 'How can I prevent the wrong?', 'If the wrong happens, how can I repair it?')	Cloud Migration Project
Expect the leader to make all decisions	Make autonomous decisions under the umbrella of the decision-making norms agreed with the leader	Request advice from the leader only in those decisions which involve a direct cost higher than X\$ or where a decision is highly irreversible	Cybersecurity improvement for Finance
"I only do what I master"	"I get the information from the people who master it, reach my own conclusions, and act"	Arrange a biweekly meeting where you (team member) solve and make decisions about issues of a big initiative, listening to the subject matter experts.	Data & Analytics for Sales
Try to find a culprit for one's own mistakes	Share the lessons learned of your own mistakes	Establish a short monthly meeting, where you (team member) and others share lessons learned during the past month	AI for Customer Service

Culture Change Roadmap



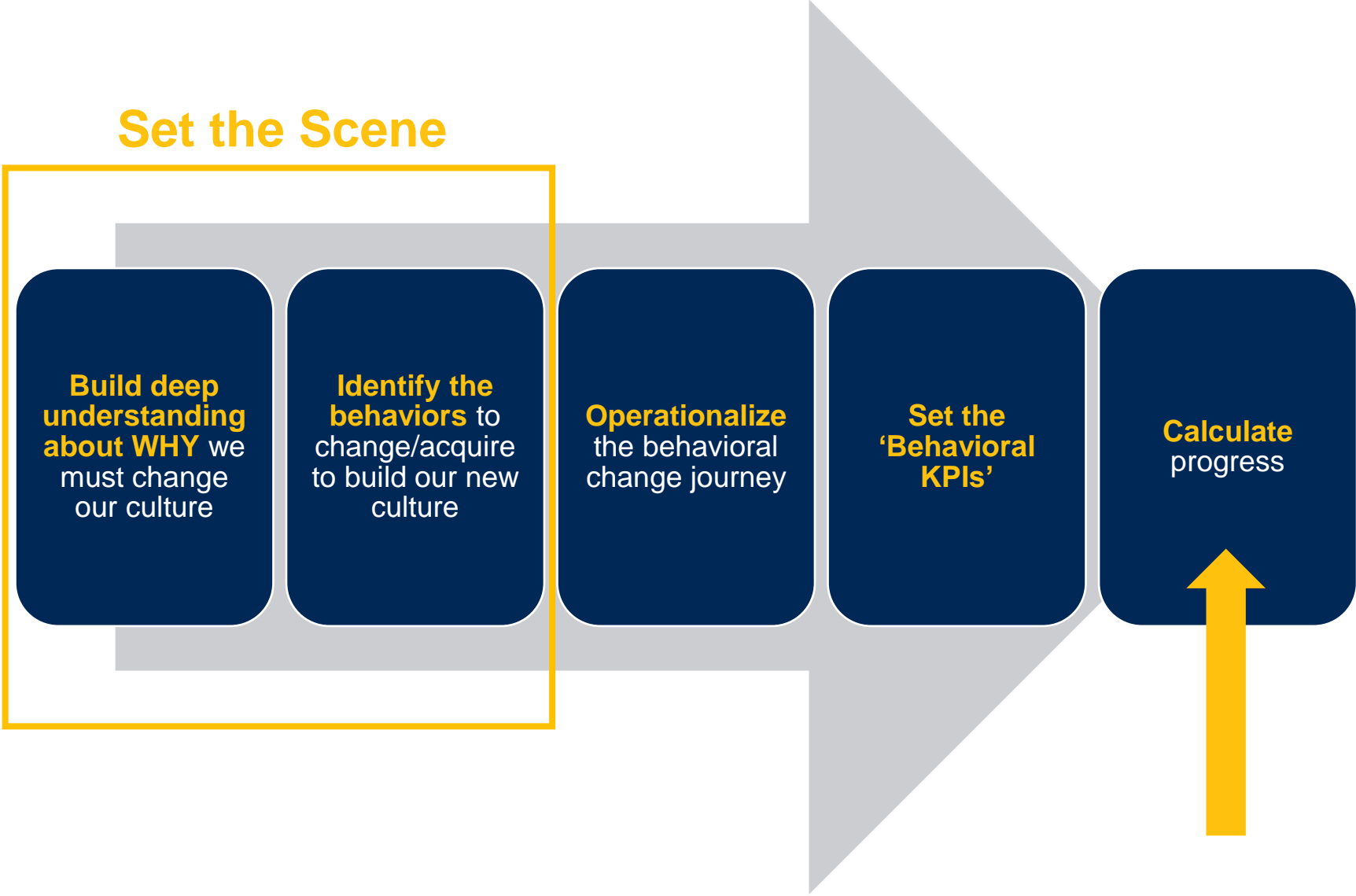
Set The Behavioral KPIs

Illustrative example (From-To to acquire Risk-Taking behaviors)



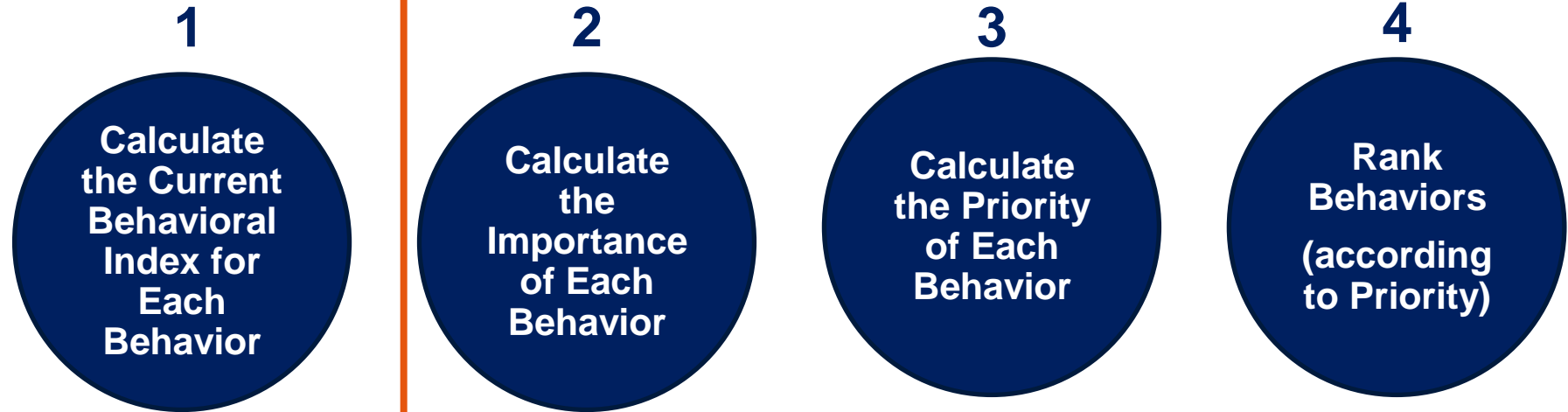
From	To	Operationalization	Activity	Behavioral KPI
Be right the first time (i.e. sure bets only)	Give yourself permission to make mistakes when exploring uncharted territories	Conduct a pre-mortem analysis before exploring something new ('What can go wrong?', 'How can I prevent the wrong?', 'If the wrong happens, how can I repair it?')	Cloud Migration Project	Number of sub-projects with pre-mortem analysis done and its corresponding risk prevention plan in place
Expect the leader to make all decisions	Make autonomous decisions under the umbrella of the decision-making norms agreed with the leader	Request advice from the leader only in those decisions which involve a direct cost higher than X\$ or where a decision is highly irreversible	Cybersecurity improvement for Finance	Number of decisions the team member was entitled to make, but involved the leader instead
"I only do what I master"	"I get the information from the people who master it, reach my own conclusions, and act"	Arrange a biweekly meeting where you (team member) solve and make decisions about issues of a big initiative, listening to the subject matter experts.	Data & Analytics for Sales	Number of decisions made after listening the experts, vs total number of decisions
Try to find a culprit for one's own mistakes	Share the lessons learned of your own mistakes	Establish a short monthly meeting, where you (team member) and others share lessons learned during the past month	AI for Customer Service	Number of meetings held resulting in a list of lessons learned, vs theoretical number of meetings that should have been held

Culture Change Roadmap



4 Steps to Calculate Progress

These are one-off calculations



From	To	Behavioral KPI (Normalized to a scale 1 to 5)	Importance of the Behavior (i.e. Impact, from 1 to 5)	Priority of the Behavior $P = (I - CB) * I$	Ranking
Be right the first time (i.e. sure bets only)	Give yourself permission to make mistakes when exploring uncharted territories	Number of sub-projects with pre-mortem analysis done and its corresponding risk prevention plan in place Currently = 0 Target = 7 CB Index = $(0 / 7) * 5 = 0$	I = 3	$P = (3 - 0) * 3 = 9$	Second Urgency
Expect the leader to make all decisions	Make autonomous decisions under the umbrella of the decision-making norms agreed with the leader	Number of decisions the team member was entitled to make, but involved the leader instead Currently = 8 Target = 1 CB Index = $(1 / 8) * 5 = 0.625$	I = 5	$P = (5 - 0.625) * 5 = 22$	First Urgency!

CB Average = $(0 + 0.625) / 2 = 0.3$

Calculate this CB Average regularly

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