

Guide To Organizational Culture Change



"The customer experience you deliver is a reflection of your culture"

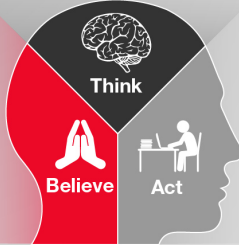
Bruce Temkin

What Is Organizational Culture?

Organizational culture is how employees **think**, **believe**, and **act**.

Employees are intellectually bought-in and understand the company's vision.

Employees can tell that leaders are truly committed to a clear set of values.



Employees adjust their behaviors to align with what they believe is important to the organization.

Culture Determines Your Operating Model

There are two choices for aligning employees' actions...

Option 1 Command & Control

Prescribe your employees' actions and put in place mechanisms to monitor and enforce them.



Result

Ever-growing overhead

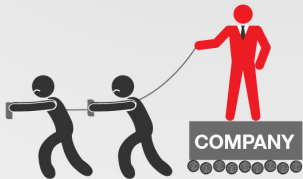
Option 2 Engage & Empower

Create an environment that encourages employees to act consistently with your organization's objectives.



Result

Inspired & committed employees



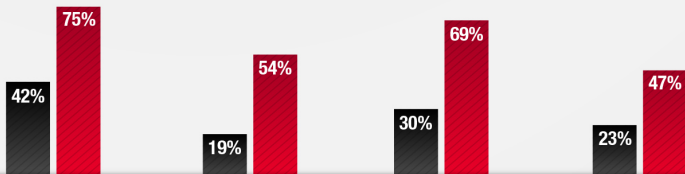
"If you create an environment where the people truly participate, you don't need control. They know what needs to be done and they do it. And the more that people will devote themselves to your cause on a voluntary basis, a willing basis, the fewer hierarchies and control mechanisms you need."

Herb Kelleher, founder of Southwest Airlines makes a strong case for Engage & Empower

An Inspiring Mission Helps Engage Employees

Employees who are inspired by the mission of an organization are more aligned with the organization

● Not inspired by mission of company ● Inspired by mission of company



Employees who are likely to do these things

Stay late at work if something needs to be done after your normal workday ends

Recommend that a friend or relative apply for a job within your company

Do something that is good for your company even if it is not expected of you

Make a recommendation about an improvement that can be made in your company



For more information, visit the *Customer Experience Matters*® blog at ExperienceMatters.wordpress.com

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Cultural Change Requires Strong Leadership

Temkin Group has found that transformational leaders embody three characteristics:



Communicate "WHY"

Make sure that employees understand the rationale for the change

Model Desired Behaviors

Demonstrate their commitment by changing how they operate

Reinforce Change

Actively look for and eliminate barriers to change

The Blueprint For Cultural Transformation

Temkin Group has found that organizational change must focus on shifting the way that employees do their every day jobs. How can they do this? By adopting the five elements of what Temkin Group calls **"Employee-Engaging Transformation"**



Vision Translation

Clearly define and convey the desired future state, and why moving away from the current state is imperative for the organization.



Persistent Leadership

Commit leadership to working on the change until the transformation is fully embedded into the organization's systems and processes.



Activated Middle Management

Engage middle managers so that they understand, and are bought into, their role in supporting their employees' change journeys.



Grassroots Mobilization

Deploy training along with shifts in recognition and rewards to motivate all employees to change.



Captivating Communications

Execute an ongoing informational campaign that balances both practical and inspirational elements for all target audiences.

