Jumpstarting Culture Change
Business Innovation Fair 2013

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Using social science to create sustainable behavior change

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Organizational Culture

- Goals
- Values
- Processes
- Roles
- Assumptions
- Communication
- Interactions
Followers want comfort, stability, and solutions from their leaders.

But that’s babysitting.

Real leaders ask hard questions and knock people out of their comfort zones.

Then they manage the resulting distress.
Think and Write

What is the hard question that needs to be asked in your organization?
Where do I start?

Leadership
- Vision
- Storytelling

Management
- Role definitions
- Measurement systems

Power
- Coercion
- Punishments
What is the vision you have for change in your organization?
1. Get on the Balcony

Move back and forth between the “action” and the “balcony”

Keep an eye on emerging patterns and power struggles
2. Identify the Challenge

Losing $3200 per student per year
Think and Write

What is the biggest challenge for your organization?

Example:
British Airways (aka Bloody Awful)
“creating trust throughout British Airways.”
How do I ask the hard questions?

Start with High Level Agreement

Reduce Costs = Agreement

Move down to level of conflict
Conflict = mandated limits
Think and Write

Regarding you Biggest Challenge:

What is the HIGH order value you share?

What is the lower level policy or process that will cause conflict?
How do I keep change moving?

**Leadership**
- Vision
- Storytelling

**Management**
- Role definitions
- Measurement systems

**Power**
- Coercion
- Punishments
3. Regulate Distress

Encourage employee debate and discussion
Provide direction
Control rate of change
Communicate presence and poise
Keep the tension
4. Maintain Disciplined Attention

Deepen debate, demonstrate collaboration
Think and Write

What are my fears that will prevent me from empowering others and deepening the discussion?

How can I cultivate allies?
Where do I start?

**Leadership**
- Vision
- Storytelling

**Management**
- Role definitions
- Measurement systems

**Power**
- Coercion
- Punishments
5. Give Work Back to Employees

Support versus Control

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How can I encourage and support risk-taking?
You mean mistakes are good?

While one person hesitates because he feels inferior...

...the other is busy making mistakes and becoming superior.

Henry C. Link
LISTEN to creative deviants, whistle-blowers, and other opposition voices
Think and Write

How can I listen better?
How can I use the voice of opposition to improve the change?
Cultivating Change

1. Get on the balcony
2. Identify challenge
3. Regulate distress
4. Deepen conversation
5. Give work back to employees
6. Protect leadership voices from below
How do I create effective teams?

1. Varying levels of experience
2. Interdisciplinary teams
3. Start with people who have influence
### Overview

**DO**
- Share vision with stories
- Identify stakeholders
- Enable employee teams
- Change policies & processes
- Communicate

**DON’T**
- Start with a reorganization
- Bring in new managers
- Silence critics
- Use power/punishment
QUESTIONS?