



HOW TO BUILD AN INTENTIONAL CULTURE

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FIRST THINGS FIRST....

Did you say Organizational Anthropologist???

CULTURE

Observable Behaviors

Values and Beliefs

INTENTIONAL CULTURE...WHY THIS TOPIC?



Welcome to the Team!



UNDERSTANDING YOUR CURRENT CULTURE

TOOLS ANTHROPOLOGISTS USE

Fieldwork:

- Observations
- Interviews

Ultimately, we seek to understand what the “RULES OF ENGAGEMENT” are—what behaviors are tolerated, expected, rewarded, incentivized, punished...

WHAT IS YOUR CURRENT CULTURE?

Areas to Explore:

1. Leadership practice
 - Decision making
 - Problem solving
 - Communication/Information flow
2. Day to day operations
3. Space utilization
4. Social norms
5. Strategic processes
6. Distribution of resources

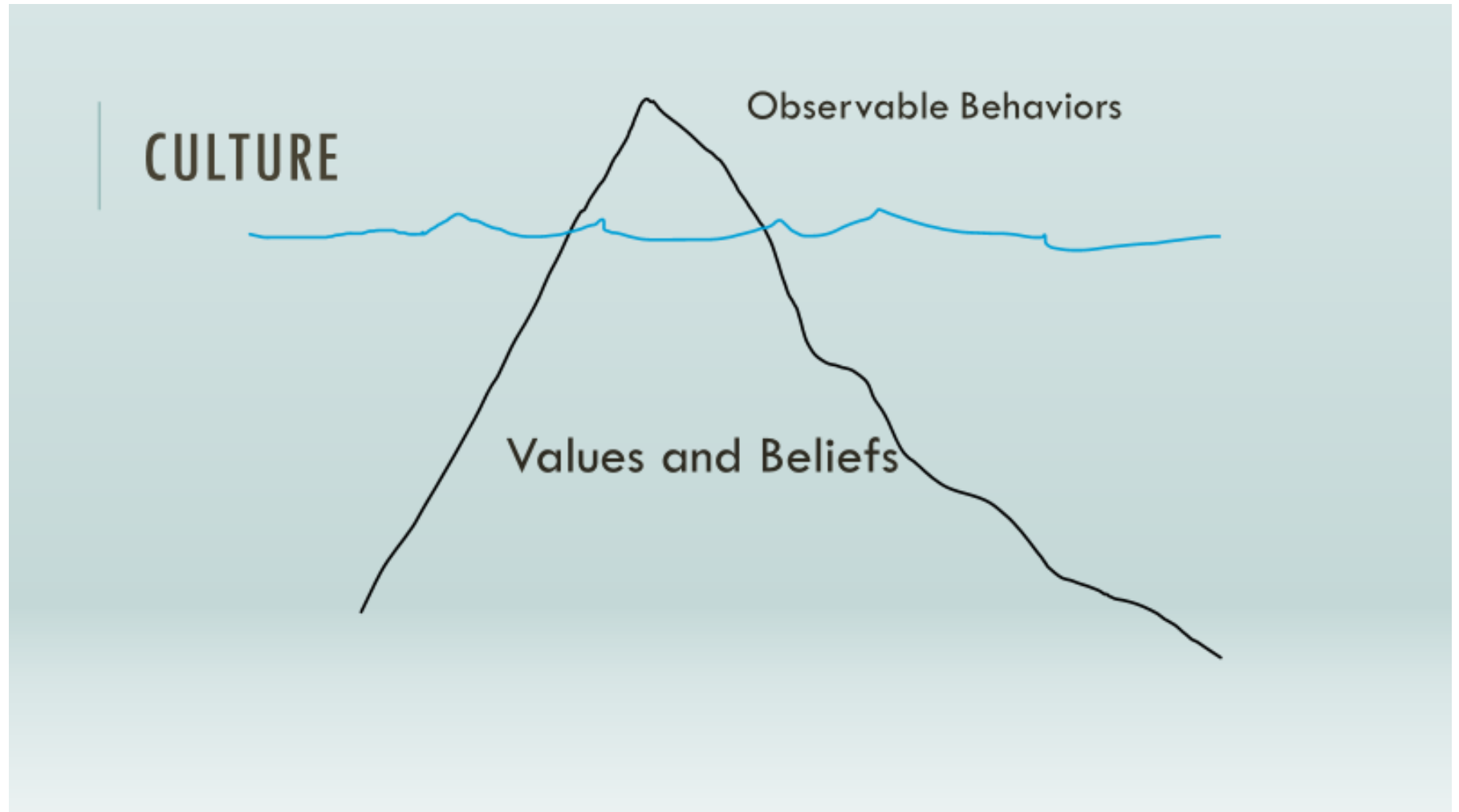
CULTURE CHANGE- THREE PRINCIPLES

Culture change requires BEHAVIOR change.

Behavior changes must reflect SPECIFIC values and beliefs in order to become habitual.

Behaviors must be incentivized.

LET'S DISCUSS HOW TO CHANGE CULTURE INTENTIONALLY...



YOUR THOUGHTS HERE!

Intentional Culture Worksheet

What type of culture are you wanting to create: _____

What beliefs or values will drive this culture:	What behaviors will support the beliefs or values:

What will you do differently to start changing culture for your team/organization:

STEP 1: DEFINE YOUR INTENDED CULTURE

Lean Culture

Problem Solving Culture

Learning Culture

Culture of Continuous Improvement

Culture of Mindfulness

Healthy Culture

Command and Control Culture

Creative culture

Nimble culture

Deeply democratic culture

Etc etc etc....

YOUR THOUGHTS HERE!

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CASE STUDY #1----LEARNING CULTURE

STEP 2: WHAT VALUES OR BELIEFS MUST BE PRESENT IN ORDER TO ACHIEVE THIS CULTURE?

Lean Culture

- **Customer focus**—we must always be focused on providing value for our customer
- We believe those who **DO** the work should design the best way to do the work
- **Data** tells us how our processes are performing

Learning Culture

- **Mistakes** are a part of the learning process
- **Growth and development** are important parts of our work
- Performance can always be **improved**

YOUR THOUGHTS HERE!

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CASE STUDY #2-----CULTURE OF CONTINUOUS IMPROVEMENT

STEP 3: WHAT BEHAVIORS WOULD SUPPORT THESE VALUES AND BELIEFS?

Lean Culture

Value/Belief	Behaviors
Value is determined by the customer	<ul style="list-style-type: none">• Follow processes to understand customer requirements• Leaders ask what customers want/need from our processes• Everyone is focused on reducing waste
People who do the work are best to design the work	<ul style="list-style-type: none">• Decisions about how to do the work happen at the front line
Data tells us how our processes are performing	<ul style="list-style-type: none">• Data tells us how we are performing and drives decisions

YOUR THOUGHTS HERE!

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LEAN MANAGEMENT

FROM....**Conventional Management**

Voice of manager, or consensus speaks loudest

Disguise problems; only talk about success

Manage based on intuition & experience

Manager as problem solver

Managers in meetings most of the time

Hard on people; if there are problems, blame the person

TO....**Lean Management**

Voice of customer speaks loudest

Make problems visible; Be curious- learn from them

Manage based on data

Manager as teacher and coach

Managers on floor, with staff, most of the time

Hard on process; if there are problems, look at the process

STEP 4: CHANGE BEHAVIORS INTENTIONALLY

- Leaders:
 - Ask more questions—give less answers
 - Adopt a “What would our customer want” focus
 - Observe more
- Non-leaders
 - What is in my control?
 - How do I show up?
 - What should I focus on in my work that would influence others?

YOUR THOUGHTS HERE!

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WHAT YOU CAN DO TOMORROW



- 1: Observe current behaviors—write them down and look for patterns.
- 2: Based on those behaviors/patterns of behavior, write down what beliefs and values are driving those behaviors.
- 3: Write down your ideas about type of culture would best support the vision in your team/organization.
- 4: Write down what beliefs and values would need to drive that culture.
- 5: Write down the behaviors that would support the beliefs and values for the culture you want to drive.
- 6: Which of those behaviors can YOU change or influence?

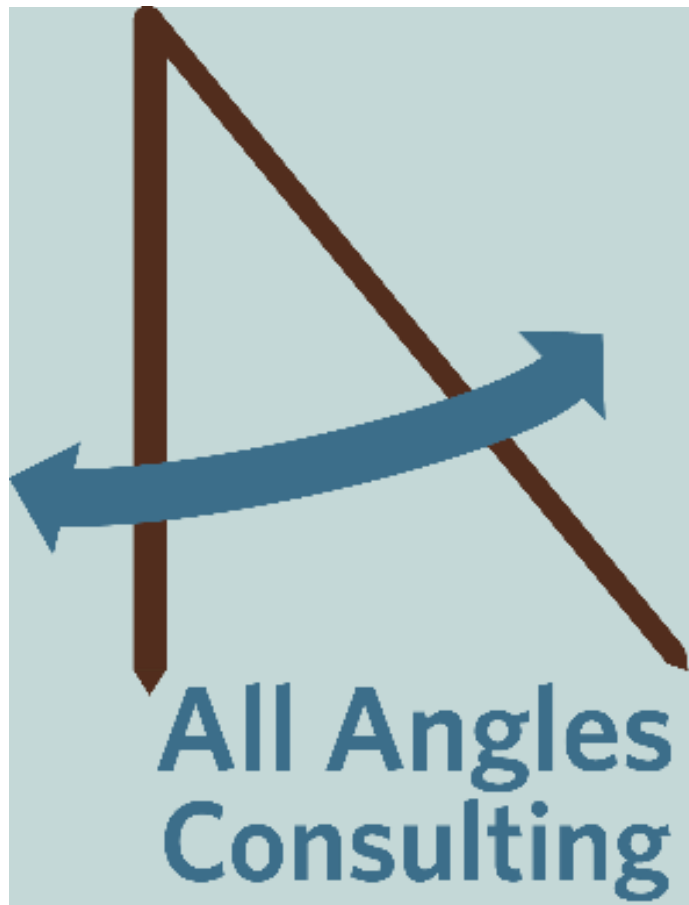
THIS IS YOUR ACTION PLAN

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QUESTIONS/DEBRIEF



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