

## Cultural Change Methods

Culture is generally defined as 'the way we do things around here'. It can be anything from our timekeeping at meetings to protecting silo working and deeply held attitudes. Culture is usually evidenced at a range of levels, e.g. values and attitudes through to practical symbols and ways of communicating (set out below).

If culture is to change then it must be tackled at the appropriate levels. Action to change culture will usually need to be at all the relevant levels – rarely is it susceptible to a single 'golden bullet' of change. What makes it extra difficult to change is that it is largely unconscious.

Set out below are some methods (in a phrase) which have been successfully used to change culture at that level.

Type of change	Methods
<ul style="list-style-type: none"> <li>• Values and beliefs (often fundamental)</li> </ul>	<ul style="list-style-type: none"> <li>• Open discussion and persuasion</li> <li>• Drawing together what people <b>do</b> agree on</li> <li>• Convergence over time</li> </ul>
<ul style="list-style-type: none"> <li>• Attitudes</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Convincing people</li> <li>• Modelling</li> <li>• Clear expectations spelt out</li> <li>• Involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Habits</li> </ul>	<ul style="list-style-type: none"> <li>• Reward/punish</li> <li>• Modelling &amp; practice</li> <li>• "Moratoriums"</li> <li>• Zero tolerance</li> <li>• Instant feedback</li> </ul>
<ul style="list-style-type: none"> <li>• Behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Modelling</li> <li>• Sanctions</li> <li>• Publish/ hold to account</li> <li>• "Mystery" customers</li> <li>• Agreeing involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Skills/Competences</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• "Sitting with ..."</li> <li>• Coaching</li> <li>• Assessments</li> <li>• Systematic feedback</li> </ul>

## Type of change

- Systems/Processes/Procedures
  
- Symbols/physical environment
  
- Communication

## Methods

- Zero basing
- Process re-engineering
- Ideas competitions
- Benchmarking
- Steal ideas
- Systematic in documentation
- ISO 9002
  
- Car parking
- Furniture
- Rooms
- Any status symbol
  
- Team briefing
- Simplify language
- More one to ones
- Appropriate/many mechanisms e.g. verbal/memo/phone/video
- Too much – economy
- Getting groups together
- Strategy & systematic
- Single song sheets