



12-Step Culture Change Process

Start

1. **Achieve senior leadership's commitment** to the process.
2. **Assess the current state** of the organization's culture (e.g., using a survey instrument).

Plan

3. **Identify the organizational values and corresponding behaviors (e.g., The 10 Principles of Personal Leadership)** that will define the desired culture and drive desired results; ensure that these values and behaviors support the mission, vision, and strategy of the organization.
4. **Determine measures of success** for the culture-change process.
5. **Create and implement a comprehensive plan** for each of the six key culture-change components: Communication, Training, Reinforcement/Celebration, Coaching, Measurement, and HR Systems Alignment.

Implement

6. **Hold senior executives accountable** for leading the culture-change process and modeling the organization's values and desired behaviors on a daily basis - senior leaders must use the values to run the business, including making business decisions; provide executive coaching as necessary.
7. **Unfreeze existing organizational beliefs and undesired behaviors, and refreeze on the desired behaviors** using a proven training methodology - start with the senior-most leaders and cascade this training throughout the organization; a critical mass of people must be trained.
8. **Develop and implement a 360-degree feedback instrument and process** based on the organization's values and desired behaviors; use the 360-degree feedback data for developmental and coaching purposes - cascade the process throughout the management ranks.
9. **Coach all employees up to higher performance or out** of the organization using the values and desired behaviors; provide training to ensure that all management employees can deliver feedback and coaching skillfully.
10. **Adopt the 'two-level rule'** where every leader holds his/her direct reports (level one) and his/her direct reports' subordinates (level two) accountable for modeling the organization's values and desired behaviors; cascade the 'two-level rule' throughout the management ranks.
11. **Communicate success stories and celebrate** progress routinely.

Evaluate & Improve

12. **Continually measure progress and take corrective action** as necessary.