



Leading Culture Snapshot

Sample Report

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LEADING CULTURE SNAPSHOT REPORT

Overview

Congratulations on completing the Leading Culture Snapshot! This is an important step in understanding how your words and actions are shaping the culture of your organization, and influencing the behavior of the people around you. The Leading Culture Snapshot compares your perspective with those of people that you interact with as part of your work. The result is a picture of the organizational culture that you are creating. This is an invaluable piece of information, especially when considered in the context of your organization's goals and strategy.

This report contains three sections:

Section I: Making Sense of the Results provides a brief overview of the Leading Culture framework and the relationship between culture, performance and leadership. It also provides suggestions on how to best work with and interpret the results.

Section II: The Results contains information to help you identify your strengths and areas of opportunity. It begins with a high level summary of your results as displayed in the Leading Culture Profile and includes the following:

- a) Overall Results examines your results across the eleven dimensions that comprise the Leading Culture indices.
- b) High-Low Frequency Items shows your five highest and lowest frequency items as rated by others.
- c) Responses to Open-Ended Questions provide the verbatim answers to the three optional questions that are included in the survey.
- d) Item Results compares your perspective to that of others for each of the survey statements.

Section III: Analysis and Action Planning provides a process and template to help you make sense of the results and identify next steps.

We recommend that you begin by reading your Leading Culture Snapshot report in its entirety then work back through it in detail. It is important to take some time to reflect on the results and explore what they mean before considering actions that you might take.

Section I: Making Sense of the Results

Before you read your report, here is a brief overview of the culture framework and its relationship to leadership and performance.

Organizational culture affects performance – period. Specifically, a culture that is consistent with the organization’s strategy, provides focus and that has a healthy social foundation contributes to short-term success. When this is combined with the ability to anticipate and adapt to change in the external environment, it positively affects long-term performance. Importantly, the absence of adaptability can cause performance to deteriorate over time.

Effective leaders know that they play an important role in shaping the culture in their organizations. They understand that their words and actions send signals to others regarding the correct and accepted way to do things. They are self aware and work hard at modeling behaviors and using practices that contribute to a strong and healthy culture.

They focus and inspire people to achieve exceptional things while emphasizing the importance of discipline and accountability (CONDUCTOR). They are in tune with their environment and recognize the importance of agility and continual learning (EXPLORER). They also create a healthy social environment that encourages collaboration and discretionary effort (STEWARD). Finally, they live their organization’s strategy through their words and actions. If creating an outstanding customer experience is the focus, they show what it looks like in the way they treat their internal and external customers every moment of every day (EXEMPLAR).

Important Note: The way others perceive your behavior may be different than the way you see it. They may see strengths that you are unaware of (undiscovered strengths) as well as weaknesses that you don’t see (blind spots). So keep an open mind and remember that the insights you are going to gain are a gift from people who want to help you.

Organizational culture is the values, underlying beliefs and assumptions that guide action and that are learned and shared by members of groups as they strive to fulfill their purpose.

What To Look For

There is a lot of information in your report so take your time and try to look for themes rather than focusing on individual survey statements. To help with this, the results are presented in an order that takes you from a high level to a detailed view. Using the following approach can also help...

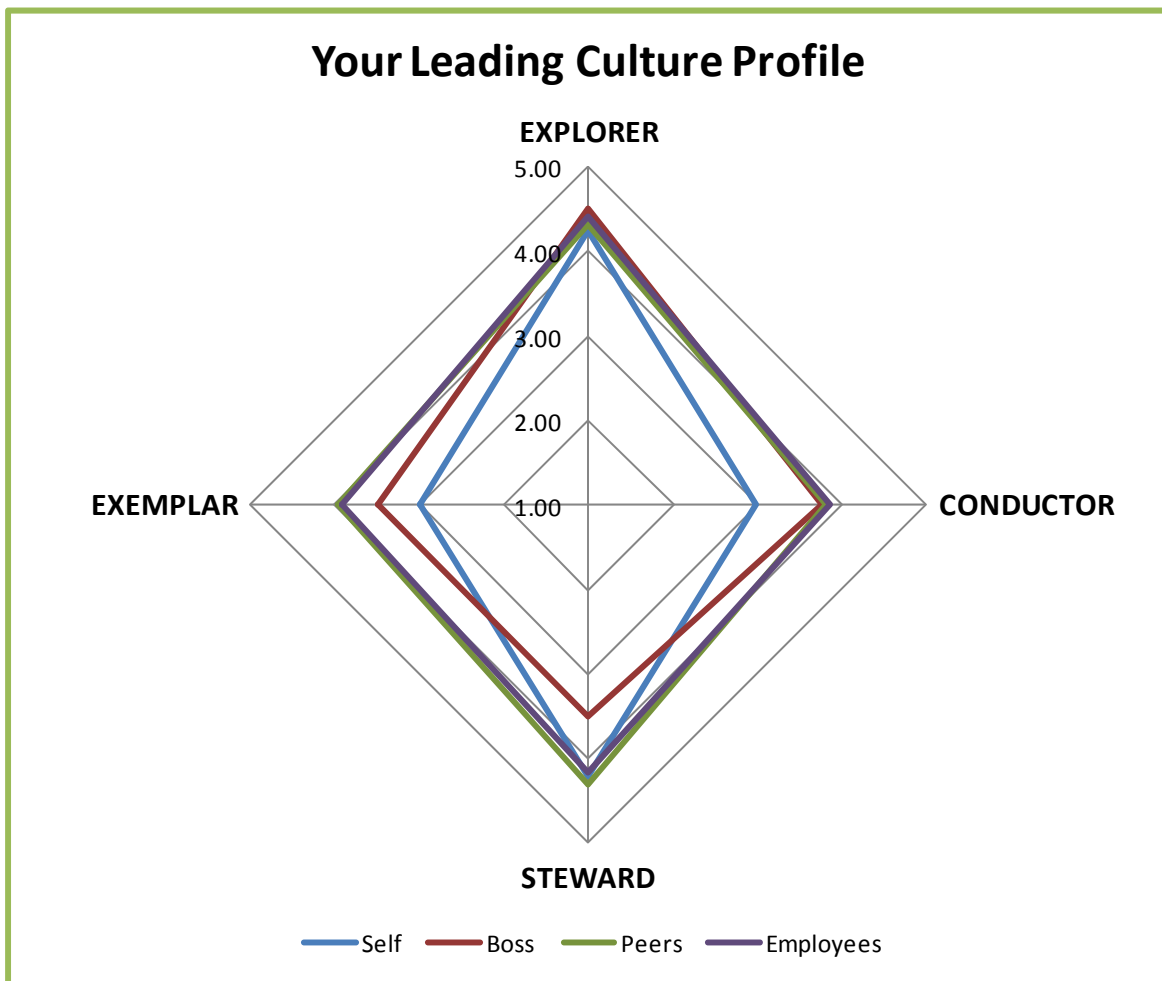
- ◆ Start by looking for your strengths. These are the behaviors that you and others identified as occurring with high frequency (Fairly Often or All the Time).
 - Begin at the dimension level which is provided in part A Overall Results. The culture dimensions are sets of behaviors that map to the four Leading Culture indices.
 - Next, read through the five behaviors that others believe you demonstrate the most frequently which is provided in part B High-Low Survey Frequency Statements. These may help you identify strengths that you can leverage even further.
 - The next thing to do is read the responses to the first open-ended question in part C of the results.
 - Next, look for specific behaviors that are personal strengths. You can find these by looking at the Survey Statement results in part D of the results.
- ◆ Once you've explored your strengths, move on to searching for opportunities. These are the behaviors where there is a large or unusual (for you) number of low frequency responses (Not At All or Once In A While).
 - Follow the same approach as described for identifying strengths, except focus on the lowest frequency items in part B and read the responses to the second and third open-ended questions provided in part C of the results.
 - Examine the distribution across the groups of others to see if the perspective is isolated to a particular group or shared across the groups. This can help you to understand where they are coming from.

Note: If you don't understand why people responded a particular way to the survey statements, begin by reading the responses to the open-ended questions provided in part D of the results. This can be a helpful source of insights. If you still have questions, consider asking a few individuals for help. It is best to do this in a small group so people can speak in general versus personal terms. If you decide to speak with people one-on-one keep in mind that people are often reticent to provide criticism even if it is constructive. It is very important to not come across as defensive or challenging.

SECTION II: THE RESULTS

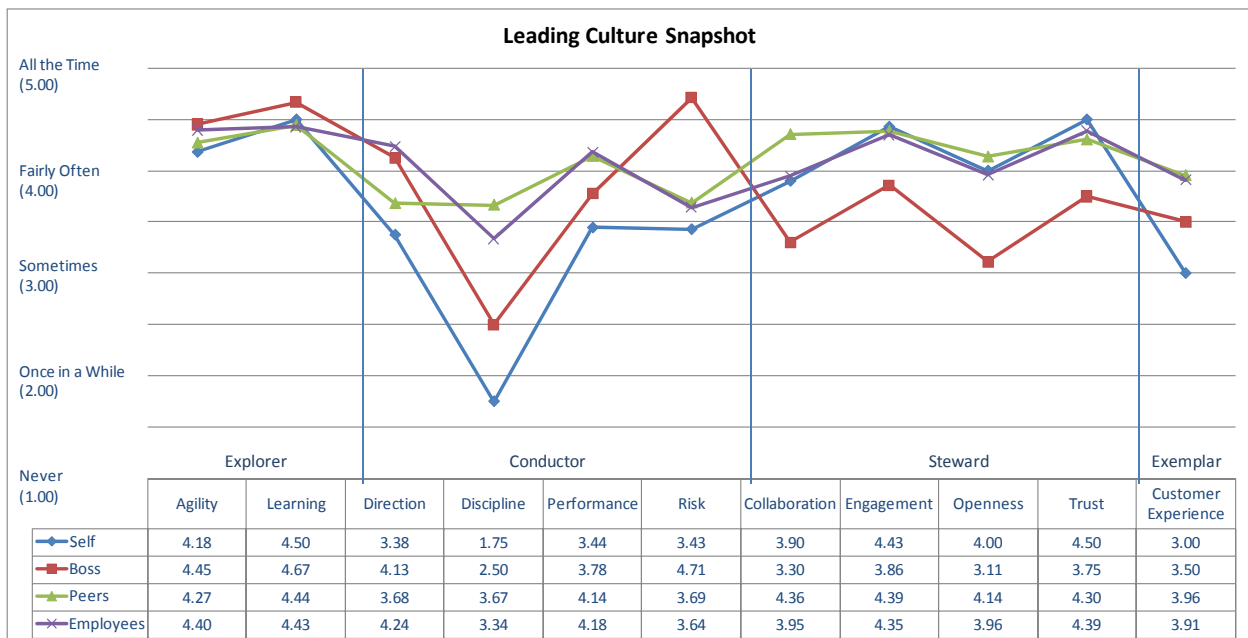
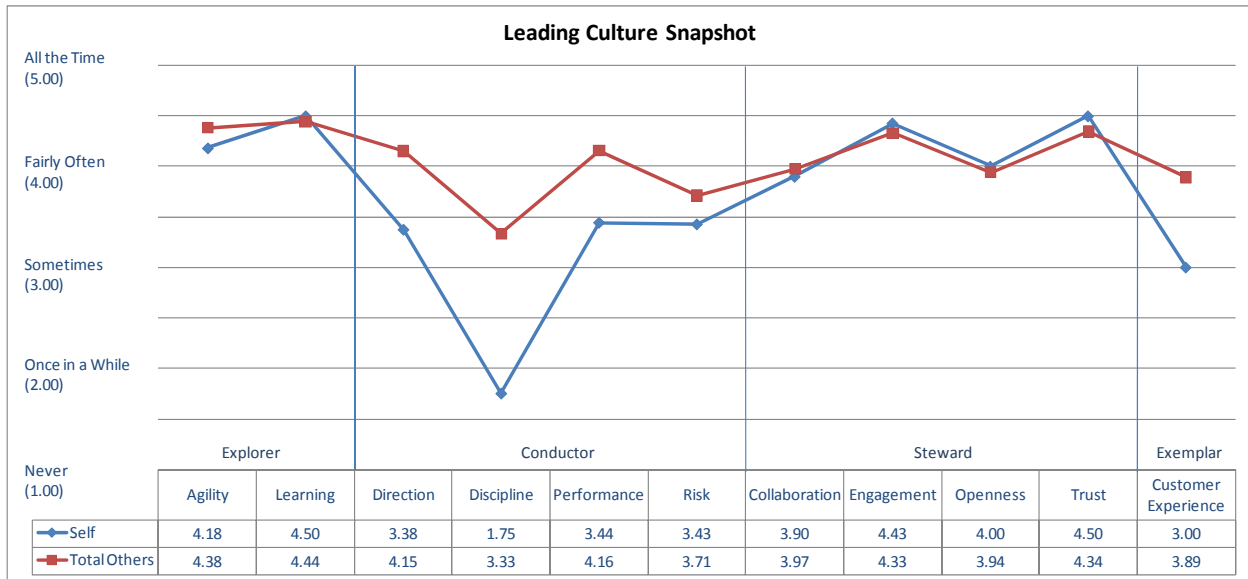
The Leading Culture Profile provides an overall view of your survey results. Ideally, your profile is balanced on the four indices with scores close to or above 4.00 (Fairly Often). Your scores are compared to those of the other groups that provided you with input. The four Leading Culture indices are:

- ◆ **The Explorer Index** examines the ways that you are demonstrating and supporting agility and learning.
- ◆ **The Conductor Index** looks at the ways that you are influencing direction, discipline, performance and risk.
- ◆ **The Steward Index** explores the ways that you are demonstrating collaboration, engagement, openness and trust.
- ◆ **The Exemplar Index** examines the ways that you are role modeling your organization's value proposition (e.g. customer experience, innovation or operational excellence) or primary value driver (e.g. collaboration, performance, or learning).



A. Overall Results

The following charts and tables show your results for the culture dimensions that make up the Leading Culture Profile indices. This provides you with a high level view of your strengths and potential opportunities to improve based on your own and others' perspectives. The first chart compares your results to the total of the other people who completed the survey. The second compares your results to those of the different groups that provided their input.



B. High-Low Frequency Survey Statements

The following tables show the highest and lowest frequency items as scored by others (Total Others). This information quickly identifies strengths and possible opportunity areas.

Scale: 5.00 (All the Time); 4.00 (Fairly Often); 3.00 (Sometimes); 2.00 (Once in a While); 1.00 (Never)

Highest Frequency Statements

Survey Statement	Self	Total Others	Boss	Peers	Employees
I do things to learn and improve myself (Learning)	5.00	4.95	5.00	5.00	4.94
I keep up to date with developments in our sector and/or industry (Agility)	5.00	4.80	5.00	5.00	4.75
I inspire others with my vision for our organization (Direction)	4.00	4.80	5.00	4.67	4.81
I build and maintain a robust network of relationships (Collaboration)	5.00	4.80	5.00	5.00	4.75
I make things happen quickly (Agility)	2.00	4.75	4.00	4.67	4.81

Lowest Frequency Statements

Survey Statement	Self	Total Others	Boss	Peers	Employees
I monitor processes to make sure that they are consistently followed (Discipline)	1.00	3.00	2.00	3.50	3.00
I tell stories about employees who have created a great client experience (Customer Experience)	1.00	3.19	3.00	4.00	3.08
I resolve problems before they become significant issues (Risk)	1.00	3.33	3.00	3.50	3.33
I effectively prepare for the possibility that unforeseen problems may occur (Risk)	4.00	3.47	5.00	3.00	3.43
I make others answerable when they fail to comply with policies and procedures (Discipline)	2.00	3.31	2.00	3.50	3.38

C. Responses to Open-Ended Questions

You and others had the opportunity to respond to three optional open-ended questions as part of the survey. These questions can provide insights that help to make sense of the survey results. The verbatim responses are provided below. They have not been edited and therefore may include spelling and grammatical errors. Note: Focus on the messages and not the person who made the comment.

1. What do you believe are Chris' greatest strengths as a leader?

SELF:

- An unrelenting drive towards doing something remarkable in life, and wanting others to come along. Passion, creativity, open-mindedness and a great haircut.

BOSS:

- he is a visionary and thinks very much into the future

PEERS:

- innovative, willing to try new approaches, loves to learn
- Enthusiasm

EMPLOYEES:

- His commitment to wanting the business to succeed, grow and prosper. His winning personality and his compassion and understanding had a person.
- His haircut.
- Vision, innovation, willingness to learn and evolve, humour/wit, quick to recognize others' achievement
- willingness to do the hard thing now for the long-term benefit in the future
- vision, sales
- Open and approachable, easy to talk to, and an innovative leader.
- He is very passionate, driven and inspiring as a leader. He challenges, motivates and creates innovative solutions and ideas and encourages other to do the same.
- Vision
- Regularly sharing his vision for the company. Leading by example. Empowering his staff to take charge and supporting their decisions, even if it may not have been his first choice Caring/taking an interest in staff on a personal level.
- Great ideas
- Willing to try new things
- Inspirational

2. What does Chris need to do to create an environment where the people around him are able to do their best work?

SELF:

- Kaizen - constant improvement of things, no matter how small. In the short term, be better at inspiring people towards meaning vs. drudgery.

BOSS:

- Remove as many politics as possible and try not to talk about people in a negative way in front of other employees

PEERS:

- stronger management team

EMPLOYEES:

- Keep the open door and open communication policy. Enforce a goal driven environment while still keeping the relaxed work atmosphere.
- Stay out of the way.
- Improve his responsiveness, not easy to do with all the demands on his time, but important.
- magically find a larger office space with a quiet and non-soul-crushing environment, ample parking, and room to grow
- Have a town hall meeting - state of the union is 20 ppl looking at 1 person (love them would not change them) however a town hall meeting is learning and sharing (participation) it would add another element.
- Not overload people
- Even when consulting others, it's obvious when Chris' already made his mind up.

3. What does Chris need to do to create the culture that his organization requires to achieve its goals and fulfill its purpose?

SELF:

- Clarify and repeat the vision regularly, which gets forgotten or blurry every once in a while with the passing of time. Public beatings also might help?

BOSS:

- Need to develop more of a team work culture, currently the culture is more driven in proving others failures or mistakes

PEERS:

- greater accountability for results by all team members

EMPLOYEES:

- Keep doing what he's doing.
- Be sure his vision is communicated well to the team, be visible as our leader more often and when he says he will.
- so far, so good
- More internal training
- Stay engaged
- Find a new bigger office for us
- Implement systems that remain in place for more than a few months at a time.
- Learn to acknowledge others have valid ideas. Currently too autocratic. Must build more trust in his own people, and his own people may start trusting each other too!

E. Survey Statement Results

The following charts provide you with detailed information on the survey statements within each of the culture dimensions. They compare your perspective with those of the other people who completed the survey. The data is presented as a response distribution table so that you can identify the number of people who responded to the items at each scale point.

NOTE: This section provides examples of the survey statements and data displays. It has been abbreviated to be used in this sample report.

The Explorer Index

Explorers create organizations that are agile and constantly learning. They are flexible, adaptable and decisive. These leaders demonstrate what it takes to be proactive and opportunistic in approaching the external environment. They ask questions that challenge assumptions and the status quo.

Agility - Moving with speed and dexterity as you anticipate and respond to opportunities and challenges.									
Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I keep up to date with developments in our sector and/or industry	Self	1	5.00	0	0	0	0	1	0
	Total Others	20	4.80	0	0	1	2	17	0
	Boss	1	5.00	0	0	0	0	1	0
	Peers	3	5.00	0	0	0	0	3	0
	Employees	16	4.75	0	0	1	2	13	0
I act decisively when under pressure	Self	1	5.00	0	0	0	0	1	0
	Total Others	20	4.50	0	0	2	6	12	0
	Boss	1	4.00	0	0	0	1	0	0
	Peers	3	4.33	0	0	0	2	1	0
	Employees	16	4.56	0	0	2	3	11	0

Learning - Searching and acquiring new insights and knowledge.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I challenge assumptions about the way that things are done around here	Self	1	4.00	0	0	0	1	0	0
	Total Others	19	4.21	0	0	3	9	7	1
	Boss	1	5.00	0	0	0	0	1	0
	Peers	3	4.67	0	0	0	1	2	0
	Employees	15	4.07	0	0	3	8	4	1
I ask what needs to be done differently to get a better result	Self	1	5.00	0	0	0	0	1	0
	Total Others	19	4.11	0	0	3	11	5	1
	Wife	1	5.00	0	0	0	0	1	0
	TEC Member	3	4.00	0	0	0	3	0	0
	Frog	15	4.07	0	0	3	8	4	1

The Conductor Index

Conductors create organizations that are disciplined, aligned and focused. They guide the effort of others through their vision and by creating a shared sense of purpose. They support this by defining clear and realistic goals, priorities, and plans. Such leaders are role models of accountability and consistently seek to achieve high levels of performance. They inspire others to achieve outstanding results. They demonstrate doing the right work the right way and are proactive and thoughtful when making decisions and solving problems.

Direction - Shining a light that inspires and unites.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I engage others in conversations that build understanding of the organization's long-term goals	Self	1	4.00	0	0	0	1	0	0
	Total Others	20	4.25	0	1	3	6	10	0
	Boss	1	2.00	0	1	0	0	0	0
	Peers	3	4.33	0	0	0	2	1	0
	Employees	16	4.38	0	0	3	4	9	0
I make sure that short-term priorities support our long-term goals	Self	1	4.00	0	0	0	1	0	0
	Total Others	19	3.79	0	3	3	8	5	1
	Boss	1	4.00	0	0	0	1	0	0
	Peers	2	3.50	0	0	1	1	0	1
	Employees	16	3.81	0	3	2	6	5	0

Discipline - Getting the right things done in the right way.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I follow through to make sure that plans are fully implemented	Self	1	2.00	0	1	0	0	0	0
	Total Others	20	3.45	1	2	7	7	3	0
	Boss	1	3.00	0	0	1	0	0	0
	Peers	3	3.33	0	1	0	2	0	0
	Employees	16	3.50	1	1	6	5	3	0
I monitor processes to make sure that they are consistently followed	Self	1	1.00	1	0	0	0	0	0
	Total Others	18	3.00	2	4	5	6	1	2
	Boss	1	2.00	0	1	0	0	0	0
	Peers	2	3.50	0	0	1	1	0	1
	Employees	15	3.00	2	3	4	5	1	1

Performance - Striving for excellence.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I take full responsibility for the consequences of my decisions	Self	1	5.00	0	0	0	0	1	0
	Total Others	18	4.56	0	0	2	4	12	2
	Wife	1	5.00	0	0	0	0	1	0
	TEC Member	3	4.67	0	0	0	1	2	0
	Frog	14	4.50	0	0	2	3	9	2
I inspire others to achieve exceptional results	Self	1	3.00	0	0	1	0	0	0
	Total Others	20	4.55	0	0	0	9	11	0
	Boss	1	4.00	0	0	0	1	0	0
	Peers	3	4.33	0	0	0	2	1	0
	Employees	16	4.63	0	0	0	6	10	0

Risk - Protecting the organization from negative consequences.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I effectively prepare for the possibility that unforeseen problems may occur	Self	1	4.00	0	0	0	1	0	0
	Total Others	17	3.47	0	3	6	5	3	3
	Boss	1	5.00	0	0	0	0	1	0
	Peers	2	3.00	0	0	2	0	0	1
	Employees	14	3.43	0	3	4	5	2	2
I carefully weigh the risks involved in a proposed course of action	Self	1	4.00	0	0	0	1	0	0
	Total Others	16	4.00	0	1	3	7	5	4
	Boss	1	5.00	0	0	0	0	1	0
	Peers	2	4.00	0	0	1	0	1	1
	Employees	13	3.92	0	1	2	7	3	3

The Steward Index

Stewards create healthy work places where trust, openness, respect and collaboration are the norm. They are effective communicators who are straightforward and open. They actively seek out others input and feedback while at the same time empowering them to make decisions. These leaders build bridges across groups and with other organizations. Stewards always do the right thing and treat others fairly and with respect.

Collaboration - Releasing the power of the collective.

Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I work closely with people in different groups to find solutions for issues that affect them	Self	1	4.00	0	0	0	1	0	0
	Total Others	20	4.20	0	3	1	5	11	0
	Boss	1	2.00	0	1	0	0	0	0
	Peers	3	4.67	0	0	0	1	2	0
	Employees	16	4.25	0	2	1	4	9	0
I respond promptly to others' requests for assistance	Self	1	2.00	0	1	0	0	0	0
	Total Others	20	3.45	0	3	9	4	4	0
	Wife	1	2.00	0	1	0	0	0	0
	TEC Member	3	3.67	0	0	2	0	1	0
	Frog	16	3.50	0	2	7	4	3	0

Engagement - Tapping into the potential that exists in all of us.									
Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I empower others to make decisions	Self	1	4.00	0	0	0	1	0	0
	Total Others	18	4.39	0	2	1	3	12	2
	Boss	1	3.00	0	0	1	0	0	0
	Peers	2	4.50	0	0	0	1	1	1
	Employees	15	4.47	0	2	0	2	11	1
I provide others with challenging opportunities to apply their skills and knowledge	Self	1	5.00	0	0	0	0	1	0
	Total Others	20	4.40	0	1	1	7	11	0
	Boss	1	5.00	0	0	0	0	1	0
	Peers	3	4.33	0	0	0	2	1	0
	Employees	16	4.38	0	1	1	5	9	0
Openness - Sharing and exchanging information and insights.									
Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I ask questions so that I fully understand others' points of view	Self	1	4.00	0	0	0	1	0	0
	Total Others	20	4.05	0	2	3	7	8	0
	Boss	1	4.00	0	0	0	1	0	0
	Peers	3	4.67	0	0	0	1	2	0
	Employees	16	3.94	0	2	3	5	6	0
I let people know when their behavior is causing problems for others	Self	1	4.00	0	0	0	1	0	0
	Total Others	16	3.63	1	1	4	7	3	4
	Boss	1	4.00	0	0	0	1	0	0
	Peers	2	4.00	0	0	0	2	0	1
	Employees	13	3.54	1	1	4	4	3	3
Trust - Creating a place where candor, respect, honesty and fairness thrive.									
Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I provide equal opportunities to people of different ethnic, religious or other backgrounds	Self	1	5.00	0	0	0	0	1	0
	Total Others	17	4.59	0	1	0	4	12	3
	Boss	1	5.00	0	0	0	0	1	0
	Peers	2	4.00	0	0	0	2	0	1
	Employees	14	4.64	0	1	0	2	11	2
I do the right thing, without compromise	Self	1	5.00	0	0	0	0	1	0
	Total Others	19	4.16	0	0	3	10	6	1
	Boss	1	5.00	0	0	0	0	1	0
	Peers	3	4.00	0	0	0	3	0	0
	Employees	15	4.13	0	0	3	7	5	1

The Exemplar Index

Exemplars demonstrate that they are 100% personally committed to creating a culture that is aligned with their organization’s strategy and/or purpose. If people want to know what it means to ‘live’ the value proposition, they have to look no further than the Exemplar. They are role models of customer service, innovation, operational excellence, or reliability.

Customer Experience Deep Dive									
Items	Role/Position	# Surveys Complete	Average	Not At All	Once In A While	Sometimes	Fairly Often	All the Time	Don't Know
I tell stories about employees who have created a great customer experience	Self	1	1.00	1	0	0	0	0	0
	Total Others	16	3.19	1	3	6	4	2	4
	Boss	1	3.00	0	0	1	0	0	0
	Peers	2	4.00	0	0	1	0	1	1
	Employees	13	3.08	1	3	4	4	1	3
I remove or change policies and procedures that get in the way of delivering an exceptional customer experience	Self	1	2.00	0	1	0	0	0	0
	Total Others	17	3.59	0	2	8	2	5	3
	Boss	1	3.00	0	0	1	0	0	0
	Peers	2	3.50	0	0	1	1	0	1
	Employees	14	3.64	0	2	6	1	5	2
I measure customers' satisfaction with the experience my organization provides	Self	1	1.00	1	0	0	0	0	0
	Total Others	16	3.56	1	2	4	5	4	4
	Boss	1	3.00	0	0	1	0	0	0
	Peers	2	3.50	0	0	1	1	0	1
	Employees	13	3.62	1	2	2	4	4	3

SECTION III: ANALYSIS & ACTION PLANNING

This section helps you to turn your survey results into learning that you can use.

A. Analyzing Your Results

Using your survey results, identify (X) which of the leading culture dimensions is a strength, a primary opportunity area or a secondary opportunity area.

- ◆ **Strengths** are the behaviors and practices that you already use effectively to shape the culture within your sphere of influence.
- ◆ **Primary opportunity areas** are the behaviors and practices that you believe have the greatest potential to positively shape the culture within your sphere of influence.
- ◆ **Secondary opportunity areas** are those that can be improved but have less potential than the primary ones.

Tips:

- ◆ Sometimes demonstrating a behavior infrequently is appropriate and using it frequently is inappropriate. This depends on the context that you are operating in. Consider the appropriateness of the behavior when determining whether it is a strength or opportunity area.
- ◆ A dimension can be a strength *and* an opportunity area.

Leading Culture Index	Leading Culture Dimension	Strength	Secondary Opportunity Area	Primary Opportunity Area
Explorer	Agility			
	Learning			
Conductor	Direction			
	Discipline			
	Performance			
	Risk			
Steward	Collaboration			
	Engagement			
	Openness			
	Trust			
Exemplar	Value Driver			

B. Creating A Culture By Design

The final step is to decide what exactly you are going to do to address the primary opportunity area that you identified above.

Seven Steps to Creating a Culture by Design

1. Focus on one opportunity area (and only one!)
 - ◆ You can only realistically change one thing at a time. Start with one opportunity area that you believe has the greatest potential to make a difference.
2. Identify one new behavior that you are going to start in the next 24 hours.
 - ◆ Use the Leading Culture Handbook to get ideas. Feel free to add your own ideas or build upon the ones in the handbook. The handbook also provides examples of practices and action strategies.
 - ◆ It takes hard work and practice to change or introduce a new behavior. This is why it is important to focus on one behavior only.
3. Identify practices that reinforce the behavior.
 - ◆ A practice is a repeated activity such as the way you run meetings (structured or informal). Identify practices that support the new behavior – this creates a ‘network’ effect that reinforces the change.
 - ◆ Add a new practice each month to reinforce the desired behavior.
4. Identify one action strategy that supports the change.
 - ◆ An action strategy is a one-time thing that can help you to identify and address underlying problems or accelerate the change.
5. Do it every day.
 - ◆ It takes 28 days of action and reinforcement to create a new, positive behavior or habit. Stick to one behavior and related practices until you create a sustained behavior change then pick another one and so on. Remember the golden rule....
 - *100% consistency, 100% of the time – no exceptions and no excuses!*
 - ◆ At the beginning of each day, tell yourself what you are going to do and then, at the end of the day, think back on what you did. What happened? Is there anything you would do differently?
 - ◆ It takes time to see results — up to 6 months — so be patient!
6. Engage first followers.
 - ◆ Think about the people who are the key influencers in your organization or area. These are the people who others look to for guidance.

- ◆ Ask them for their suggestions and invite them to create a new habit with you.
7. Ask for feedback.
- ◆ Let people know what you are doing. Ask them to tell you when they see you slipping back and when they see evidence that you are using the new behaviors.
 - ◆ Check in with them periodically. Remind them what you are trying to do and ask how you are doing. Thank them for their feedback.

What I Am Going To Do

The opportunity area that I am going to focus on is:

Example: Collaboration – I need to be more responsive to others' requests for assistance. Currently, it can take up to four days for me to respond to requests. This is negatively affecting productivity and customer service.

Others that I am going to invite on the journey with me are....

Example: I am going to invite my entire management team to do this with me. I think we can all improve and it would help if we hold each other accountable for doing it. We can let each other know when we're doing it and when we're not.

The behavior I am going to demonstrate is....	The practices I am going to use are...	The action strategy I am going to use is...	I will know that it has become a habit when....
<i>Example: I am going to respond to people within 4 hours even if it is only to let them know when I will be able to get back to them with an answer.</i>	<p><i>I am going to use the follow-up feature in Outlook to schedule my commitments so that I can be realistic in providing response dates.</i></p> <p><i>I am going to insist that people clearly describe what they need and why (in writing) so I don't have to go back to them for more information to handle a request.</i></p>	<ol style="list-style-type: none"> <i>1. Track the requests that I receive.</i> <i>2. Analyze these to identify requests that can be handled by other people or addressed by training or peer coaching.</i> <i>3. Develop an action plan to reduce the number of requests that I receive.</i> 	<i>People are only coming to me with issues that absolutely need my input. I am responding to requests within 24 hours.</i>
Your action plan is...			

Mark your calendar for 6 months from now to reassess your progress. **Good luck creating a culture by design!**

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