# Recipe for Creating Cultural Change

## Step 1 - Create a Compelling Cause

The cause must be something that every person on the team can identify with and can be motivated to get behind. You can use some combination (or all) of the following techniques to make the cause compelling:

- Identify a crisis that must be resolved
- Ensure the "why" is clear and worthwhile
- Rally multiple champions who will incite others to get behind the cause
- Create urgency via establishment of a critical deadline
- Directly tie performance measurement to the cause

## Step 2 – State a Simple, Memorable Vision

Structure of the vision should be a one-sentence statement of the high-level objective, and you can support the vision by two to four sub-objectives. The main vision must be an aspirational statement of the desired future. The sub-objectives must clearly tie to the main vision.

## Step 3 – Define the Process

Once the vision and the supporting objectives are established, you can define the details of the process you use to get there. The process must leave no detail to individual interpretation, as people will tend to interpret based on the old norm rather than the new desired culture. You must carefully lay out the steps of the process in sequence as with GPS driving instructions. The clearer the process, the greater the likelihood of good implementation.

## Step 4 – Provide Relentless Follow Up and Feedback

Cultural change involves the need to alter paradigms and move people out of established habits. This is harder than teaching a new skill from scratch since the journey is twice as long. Therefore, you must provide at least twice as much follow up and feedback along the way. If the cause is truly worth fighting for, it is worth every bit of your time to ensure the team is pursuing it properly and executing it completely.

## Step 5 – Maximize Frequency and Reach of the Message

It is important for everybody on the team to understand the messages related to the cultural change, and it is important that everybody understands how important the cultural change is to you, the leader. Take every opportunity you can to repeat the message, and do so with as many people as you can. Use exactly the same words over and over again so that every team member knows them by heart. The message should become a team mantra.