

# CULTURE CHANGE

## GUIDING PRINCIPLES IN DELIVERING LARGE SCALE BEHAVIOURAL CHANGE

### 1. THERE IS NO CHANGE UNLESS IT IS BEHAVIOURAL.

No amount of communication initiatives at an organisation will ensure the delivery of the change.

### 2. CHANGE BEHAVIOURS; GET THE CHANGE YOU WANT

... not the other way round. Focusing on behaviours is the most practical and manageable way to shape a new culture.

### 3. A SMALL SET OF NON-NEGOTIABLE BEHAVIOURS. . .

has the non-linear power to create high impact and successful change. The behavioural approach does not need dozens of behaviours. Most frequently, a small set of them have the power to create big impact.

### 4. IN ANY ORGANISATION, A RELATIVELY SMALL NUMBER OF INDIVIDUALS HAVE GREAT POWER

... in the creation and sustaining of change. This power is related to factors such as high connectivity with others, high trust or moral, non-hierarchical authority.

### 5. BEHAVIOURS ENDORSED AND SPREAD

by that small group of individuals within an organisation create 'social tipping points' where those new behaviours become established as a norm. 'Critical masses' of individuals adopting those new behaviours are created via imitation and social copying in similar ways as trends or fashions are created in the macro-social arena. It is for all purposes 'a peer to peer infection'.

### 6. THE ROLE OF LEADERSHIP IS TO NURTURE

the desired culture by removing blockages, role model the behaviours every day themselves, challenge the "toxic" behaviours and support those small groups of highly influential employees who 'infect' the organisation with the changes they have endorsed.

### 7. PEER TO PEER. . .

works better when it is spread informally but orchestrated.

### 8. STORIES ARE THE BEST CURRENCY OF CHANGE.

Story capturing and story-telling is key as they speed up the process of change.