

## Managing the Culture of Change

### Overview

Organizational culture is created by individuals with different talents, personalities, and goals. Although some aspects of culture change along with personnel, other aspects are fixed and enduring. The ability of managers and leaders to cope with change and encourage innovation impacts mission effectiveness. A key component of managing the culture of change is helping managers integrate those new values into employee performance management practices. This workshop is designed to provide managers with leading edge strategies to manage the culture of change.

### Objectives

- Identify committed champions with disproportionate influence
- Describe the impact of change and ways for people to experience why the change is necessary
- Assess ways to redistribute resources toward hot spots that need few resources but result in large change
- Apply the LEAD framework to help team members respond positively to change
- Learn how to communicate change to ensure buy-in

### Who Should Attend

This course is for leaders and managers who want to help their team to embrace cultural change and create enhanced levels of performance.



### The Hurdles to Overcome

The four hurdles that face a manager trying to institute broad change in an organization are:

1. **Cognitive:** People must have some understanding of why the change in strategy or culture is needed.
2. **Limited Resources:** Changing an organization will require shifting resources away from some areas and towards others.
3. **Motivation:** Ultimately staff has to want to make the change.
4. **Institutional Politics:** The final hurdle is when employees or managers say, "In our organization you get shot down before you stand up."

### Four Steps to overcome the hurdles are:

1. Not everyone will be converted at once. Start with the people who have influence to commit to and support the change.
2. Look for ways to help people experience the harsh realities and need for change.
3. Determine where your resources are most effective.
4. Appoint a highly respected insider who knows who is fighting and who is supporting the change. They will help build coalitions and devise strategies for change.