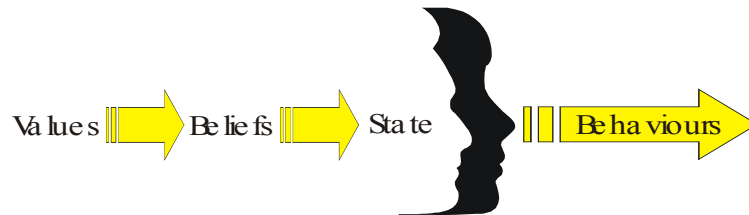


Measurement of Behavioural Transition

Transition from an existing culture to a new culture involves integrated implementation of performance-focused systems. Measurement of the uptake of the change is essential.

Current Behaviours

Hierarchical
 Managing upwards
 Functional experts
 Conservative, risk averse
 Over delivery, gold-plating
 Non opportunistic
 Loyal, diligent



Commercial Behaviours

Performance orientation
 Team focused
 Risk managing
 Innovative
 Encouraging
 Focusing on 'big bits'
 Flexible, adaptable
 Partnerships & alliances

Training
 Communication
 Benchmarking
 Systems
 Marketing
 Rewards
 Processes

	Pre	2 months	4 months	6 months	8 months	10 months
	Establish vision, values, strategies and objectives. Create specific implementation plans. Create benchmarks for measurement of changes. Establish guiding coalition and sponsors.	Communicate intentions to all levels (using specifically targeted language). Restructure, appoint key personnel, start date for new processes.	Create belief in the vision and values of the organisation through actions of senior managers (walk the talk). Emphasize education and training.	Recognise and reward performance. Hold managers and staff accountable.	Regular review & feedback. Establish strategic alliances and relationships to speed cultural change. Confirm executive management support for changes.	Monitor outcomes to ensure delivery of desired results. Reward diligence and efficiency to reinforce values and beliefs. Remove saboteurs. Celebrate success and advertise measures of success.

*

* Specific actions in each phase need to be reviewed and recalibrated using the results of ongoing review and feedback mechanisms.

<input type="checkbox"/>	Denial
<input type="checkbox"/>	Resistance
<input type="checkbox"/>	Exploration
<input type="checkbox"/>	Commitment