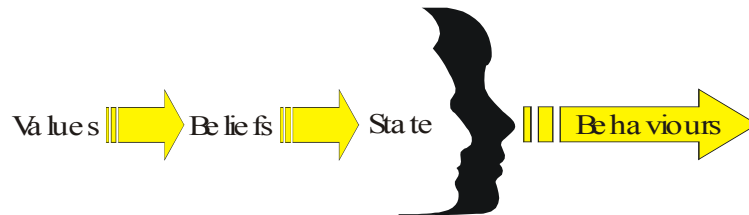


# Measurement of Behavioural Transition

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