



Lime knowledge bite

Levers for driving
culture and
behavior change

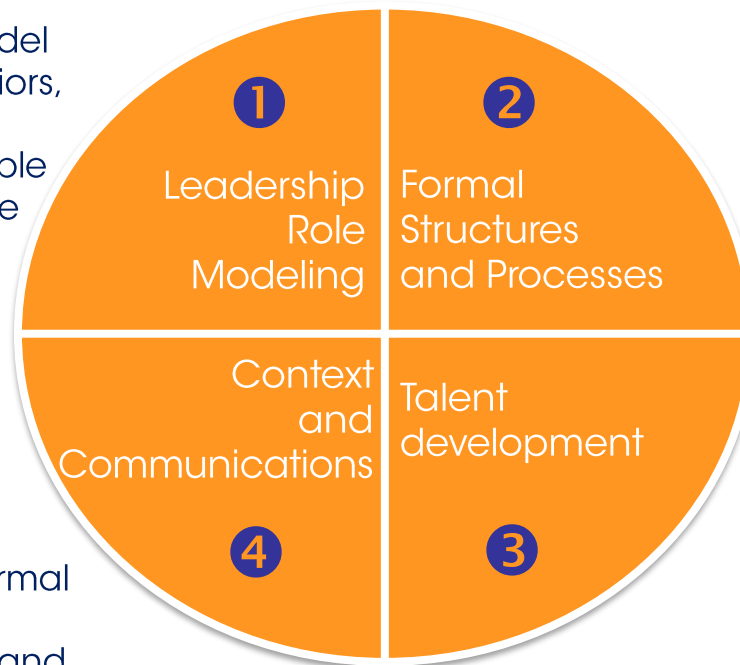
Driving Meaningful Change

To drive change in your organization to the point that it “sticks” requires driving change until it is embedded in the organizational culture. Culture is a shared ‘world view’ that shapes how people think and behave. It is made up of the values, beliefs, assumptions and behavioural norms shared by people across an organization.

In high performing organizations culture supports and enables strategy. Therefore, driving meaningful change means planning and taking actions that will reshape operational focus and practices at the SAME TIME as shaping culture to align with strategy.

Four levers shape behavior

Leaders and Thought
Leaders within the organization role model mindsets and behaviors, and in doing so encourage and enable others to do the same

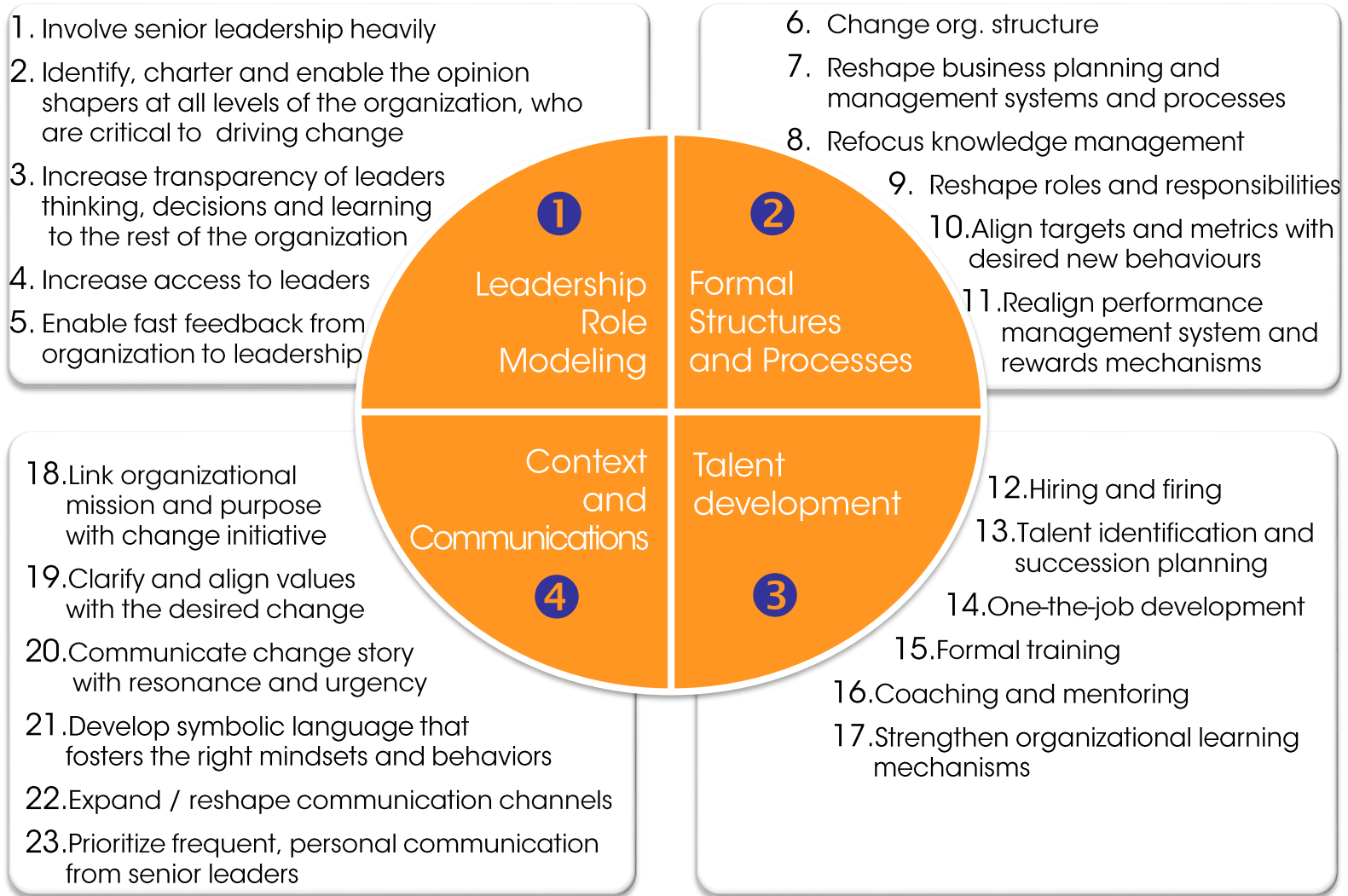


Changes to processes, systems, information channels and infrastructure support and reinforce the desired mindsets and behaviors

Messages come via both formal and informal channels . The most prevalent messages and behavioral norms communicated set people's expectations, and 'inform' people whether change and accountability are "real"

New ways of working require new or reshaped capabilities so talent sourcing, development and retention is an important element of driving sticky change. It requires sustain effort.

Example actions for each lever



* See following pages for detail of levers *

Leadership role modelling

Lever	Description	Example actions
1. Involve senior leadership heavily	<ul style="list-style-type: none"> • Senior leaders are the most powerful role-modelling lever 	<ul style="list-style-type: none"> • Actively rebalance time commitments to emphasize priority of initiative
2. Identify, charter and enable the opinion shapers at all levels of the organization, who are critical to driving change	<ul style="list-style-type: none"> • Opinion shapers play a critical role in any change initiative: <ul style="list-style-type: none"> • Formal leaders • Champions / change catalysts • Mavens 	<ul style="list-style-type: none"> • Change team composition to include key opinion leaders in change processes • Create forums for opinion shapers to interact with the rest of the organisation
3. Increase transparency of leaders' thinking, decisions and learning to the rest of the organization	<ul style="list-style-type: none"> • More information from leadership, delivered in a less-filtered state, drives the right action 	<ul style="list-style-type: none"> • Leadership blog
4. Increase access to leaders	<ul style="list-style-type: none"> • Access to leaders increases motivation, commitment to change and willingness to move through discomfort 	<ul style="list-style-type: none"> • Senior leader attendance at key working sessions
5. Enable fast feedback from organization to leadership	<ul style="list-style-type: none"> • A healthy upward feedback loop that facilitates an ongoing, respectful but robust conversation between the organization and leadership 	<ul style="list-style-type: none"> • Regular Q&A forum with leaders

Formal structures + processes

Lever	Description	Example actions
6. Change organizational structure	<ul style="list-style-type: none"> Includes organisation structure, decision rights & responsibilities and coordination mechanisms 	<ul style="list-style-type: none"> Redistribute decision rights in line with new ways of working
7. Reshape business planning and management systems and processes	<ul style="list-style-type: none"> Includes strategy development process, operations planning, financial and ops measurement review processes 	<ul style="list-style-type: none"> Redesign operations planning processes Emphasize financial performance reviews
8. Refocus knowledge/ information management	<ul style="list-style-type: none"> Access to the right information at the right time, and the ability to share learning across groups, are critical success factors 	<ul style="list-style-type: none"> Establish process to transfer best practices between RUs and BUs
9. Reshape roles and responsibilities of people	<ul style="list-style-type: none"> Roles definition drives clarity of accountability 	
10. Align targets and metrics with desired new behaviours	<ul style="list-style-type: none"> Typically both near-term and long-term goals are needed. As are process plus outcome goals 	<ul style="list-style-type: none"> Identify 2-3 'banner' success metrics for the initiative and communicate broadly
11. Align performance management system and rewards mechanisms with desired new behaviours	<ul style="list-style-type: none"> Financial and non-financial instruments that motivate individual and group performance and align employee interest with the organization's objectives 	<ul style="list-style-type: none"> Tie individuals' performance-based compensation to initiative success metrics

Talent development

Lever	Description	Example actions
12. Hiring and firing	<ul style="list-style-type: none"> The strategic placement of individuals into jobs and the consistent removal of low performers 	<ul style="list-style-type: none"> Define and communicate an employee value proposition
13. Talent identification and succession planning	<ul style="list-style-type: none"> New ways of working may reshape the organizational view of what constitutes top talent 	<ul style="list-style-type: none"> Map high value jobs to high value people
14. One-the-job development	<ul style="list-style-type: none"> Ongoing, on-the-job cultivation that may involve training, coaching, mentoring, job rotation etc. 	<ul style="list-style-type: none"> Institute learning acceleration pods for small groups involved in solution implementation
15. Formal training	<ul style="list-style-type: none"> Instruction on specific knowledge or skills, prepared in advance and delivered within defined time period 	<ul style="list-style-type: none"> Development program for opinion leaders/ change agents
16. Coaching and mentoring	<ul style="list-style-type: none"> Instruction on specific knowledge or skills, prepared in advance and delivered within defined time period 	<ul style="list-style-type: none"> Individually nurture top talent through a mentoring program
17. Strengthen organizational learning mechanisms	<ul style="list-style-type: none"> Establish processes and systems to address real day-to-day problems and to share learning across different areas 	<ul style="list-style-type: none"> Integrate action learning methods into existing training and development strategy

Context + communications

Lever	Description	Example actions
18. Link organizational mission and purpose with change initiative	<ul style="list-style-type: none"> Alignment to mission ensures an initiative is relevant and meaningful 	<ul style="list-style-type: none"> Explain how initiative is critical to mission – ‘why is this the right thing to be doing’
19. Clarify and align values with the desired change	<ul style="list-style-type: none"> Alignment to values ensures an initiative is relevant and meaningful 	<ul style="list-style-type: none"> Use values as criteria for making decisions and prioritizing within the initiative
20. Communicate change story with resonance and urgency	<ul style="list-style-type: none"> A compelling call to action 	<ul style="list-style-type: none"> Craft and cascade the change story Include key people in story development
21. Develop symbolic language that fosters the right mindsets and behaviors	<ul style="list-style-type: none"> Change-specific language and symbols can be powerful in driving commitment and action 	<ul style="list-style-type: none"> Create a Pfizer-specific meaning for ‘breakthrough’
22. Expand and reshape communication channels used	<ul style="list-style-type: none"> New ways of working often need new, reshaped or redirected communications 	<ul style="list-style-type: none"> Craft ‘viral’ phrases to drive themes that need to stick Use new technologies to communicate
23. Prioritize frequent, personal communication from senior leaders	<ul style="list-style-type: none"> In times of change and transition, people need more direct contact with senior leaders; human interaction is the most powerful motivator 	<ul style="list-style-type: none"> Involve senior leaders in workshops Open door policy with “office hours”