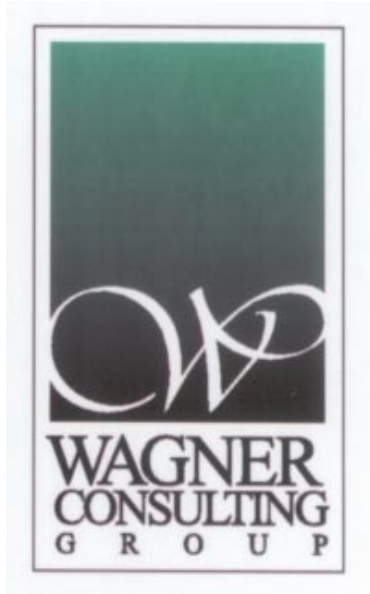



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## Focus

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### Changing Company Culture - II

#### Part 2 - Execution

A company's culture is its shared values, beliefs, and norms of behavior. The values create the beliefs which govern acceptable behavior. The culture is created with or without a plan by management.

Cultural change is much easier when everyone is focused on the same goal. Achieving goals takes discipline. Cultural change gets real when your aim is execution.

More reliable execution also improves outcomes. This is so obvious people tend to overlook, or discount, its importance. Execution is a discipline of its own. It paces everything. It is the best means for changing culture because everyone is more focused on results.

Managers who excel at keeping their organization or group focused on results share three key characteristics.

1 - They manage by walking around and stay close to the people and processes.

2 - They insist that rewards are tied to results.

- Reward the doers
- Expand people's capabilities through coaching and training

3 - They get personally involved in new ideas, benchmarking, and best practices.

- Insist on realism (a "No Eyewash" zone)
- Set clear goals and priorities – but just a few!
- Follow through

Changing a culture, or even making a sustainable improvement in outcomes, starts at the top. The entire senior management team must be willing to embrace a culture of discipline.

- Disciplined people,
- Disciplined thought, and
- Disciplined actions

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The final key is the courage to hold each other accountable.

*Tom Wagner*

We help clarify options so our clients  
identify the Right Questions  
and solve the Right Problems.

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