

The Culture Map^{Beta}

A change management tool

Outcomes

Outcomes are tangible results, often expressed in terms of time and money.

What results are we seeing?
What happens because of our behavior?
What are we getting done?
What is the impact?

Behaviors

Behaviors are specific, concrete, tangible and observable.

What do we do?
What do we say?
How do we act?
What language do we use?
What is an example of a typical behavior?
How would you describe it as a scene in a movie?
Can you tell a story about a typical pattern of behavior?

Enablers

Some enablers are formal and explicit, like rules, incentives, and procedures.

Other enablers are informal and implicit, like unwritten rules, habits, and routines.

What causes or influences our behaviors?
What are leaders saying or doing that enable these behaviors?
How are people rewarded for their behaviors (both positive and negative)?
How does the physical workspace enable certain kinds of behavior?
What needs are being met by these behaviors?
What are the unwritten rules?
What habits or routines are easy to change? Why?

Blockers

Some blockers are formal and explicit, like rules, incentives, and procedures.

Other blockers are informal and implicit, like unwritten rules, habits, and routines.

What blocks us from behaving differently?
What are leaders saying or doing that block these behaviors?
How are people punished for their behaviors (both positive and negative)?
How does the physical workspace block certain kinds of behavior?
What needs are not being met by these behaviors?
What are the unwritten rules?
What habits or routines are difficult to change? Why?