Develop Plan
| Culture Change Canvas Tool

A framework based on "influence channels" that shape and define an organization's culture. Helps teams develop an actionable, specific culture change plan for their organization.

WHEN

The Culture Change Canvas works any time an organization's established culture does not support its goals and objectives. It also works any time the organization is facing significant changes in its environment (e.g., financial, technical, competitive).

WHY

An organization's culture influences the beliefs and behaviors of its members, shaping how they see the world, make decisions, and solve problems. Changing an organization's culture by introducing new principles (beliefs) and practices (behaviors) can help improve the organization's outcomes.

HOW

STEP 1: Assemble a small culture change team. Give each participant a copy of the Culture Change Canvas to use (ideally on 11x17 paper).

STEP 2: Write some adjectives in the yellow Desired Culture box, such as creative, compliant, collaborative, speed-oriented, risk-averse, thrifty, creative, etc.

STEP 3: List some people, organizations, or groups that already exhibit the desired culture in the green Already Here box.

STEP 4: Identify the organization's members in the bottom box. List the job categories, roles, or positions of the people whose behaviors and beliefs express the organization's culture (e.g., Engineers, Program Managers, Executives).

STEP 5: Fill out the four quadrants with specific answers to the italicized prompts. Include existing items that support the desired culture, as well as new items that need to be developed. Write action sentences, such as "Ms. X meets with Group Y and says Z," or "Increase offerings of Course ABC by X%."

STEP 6: Identify any contradictory messages coming through these channels. Recognize that enthusiasm in one channel can be contradicted by silence in another.

STEP 7: Circle the concrete actions in each quadrant that contribute to conveying a consistent, coherent message through all four channels. Assemble these actions into a consolidated action plan and then take them.

INNOVATION **TOOLKIT**

Culture Change Canvas Tool | Worksheet

DESIRED CULTURE	ORGANIZATIONAL LEADERS Who are the leaders? What metrics matter to them? What messages are they sending? What messages should they send? Investments Metrics Messages Incentives Enablers	PEER NETWORKS Who are the rank-and-file leaders within the organization? What formal or informal groups bring members together? How/where/when can we invite them to participate in changing the culture? Competitors Influencers Networks Mentors
ALREADY THERE	TRAINING & EDUCATION What skills or knowledge would foster the desired culture? What course(s) can the schoolhouse develop / deliver to reinforce the culture? What informal training channels can we tap into? Classes Workshops Presentations Webinars	LITERATURE What literature channels do practitioners engage with (books, journals, blogs, etc.)? What content can we distribute / develop to reinforce the culture? Books Papers Articles Videos
	MEMBERS	

Describe The Culture

Spare No Expense	Be Thrifty
Take Your Time	Go Fast
Complexity is Sophistication	Simplicity is Sophistication
Compliance is Essential	Critical Thinking is Essential
Predict	Experiment
Hypothetical	Practical
Planning	Improvising
Avoid Risk	Tolerate Risk
Pursue Certainty	Embrace Uncertainty
Follow Specific Rules	Follow General Principles
Boundaries are Firm	Boundties are Permeable
Either/Or	Both/And
Emphasize Conformity	Emphasize Tailoring
One Way	Many Ways
No	Yes

X Current   **O** Desired

INNOVATION TOOLKIT