

Book Insight | 3 Culture Management Tools

- **The Focused Feedback Tool.** Constructive Focused Feedback offers positive and candid suggestions and guidance on what else people can do to demonstrate the beliefs more fully. This type of feedback is critical to helping people succeed in the new culture because it helps them know what they can improve in a timely way. A lack of constructive Focused Feedback will cause every culture-change effort to stall and eventually die out.
- **The Focused Storytelling Tool.** While Focused Feedback accelerates change, organizations can pick up the pace of the transition even more when they add Focused Storytelling to the mix of Culture Management Tools. People tell stories every day throughout the organization. These stories simply describe people's experiences and convey their beliefs about what is important and how work should be done in the organization. Do you know what stories people in your organization tell each other? What beliefs do those stories drive? What stories do you tell to others? These stories move the organization either toward the new culture or back to old culture. If you want to speed up the journey to the new culture, then you must identify and tell new culture stories.
- **The Focused Recognition Tool.** We all know that people sometimes "fall down" while learning to live the Cultural Beliefs. Acknowledging the step forward with recognition, in spite of the fall, will speed up the culture change effort. Focused Recognition, like storytelling and feedback, must center on the Cultural Beliefs.