



FORD THE STREAMS

Carefully navigate the currents of organizational culture. When the currents aren't going your way, Ford the Streams.

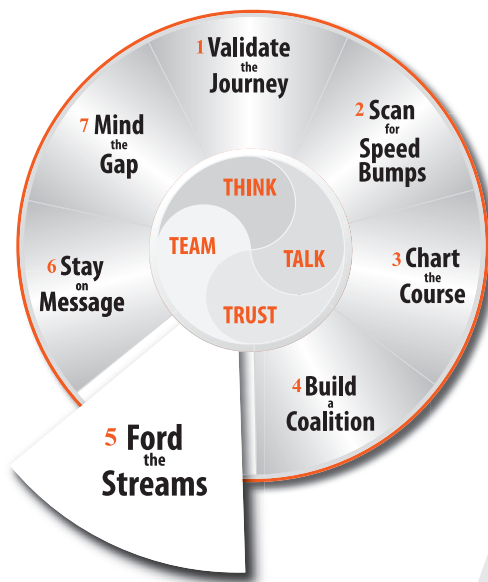


TUTORIAL

Key Points:

- Focus on Behaviors
- Tend to the Subcultures
- Reach Explicit Agreement on Values





● PRINCIPLE:

Organizational culture—and its subcultures—constitute the “streams” in which you navigate your change. In some cases you can re-channel the streams. In others, you must learn to go with the flow.

● TASK:

Identify the cultural currents that have the greatest potential impact on your change effort. Use the positive currents to propel your change, and devise strategies to diminish the effect of the negative currents.

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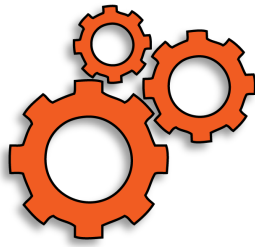
NOTES



Jot down some of your key take-aways from the **Ford the Streams** tutorial.







VALUES, BEHAVIORS, UNWRITTEN RULES

List five examples of **Values** that are professed in your organization.

1.

2.

3.

4.

5.

List five **Behaviors** that you frequently see in your organization.

1.

2.

3.

4.

5.

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List five **Unwritten Rules** that seem to be followed in your organization.

1.

2.

3.

4.

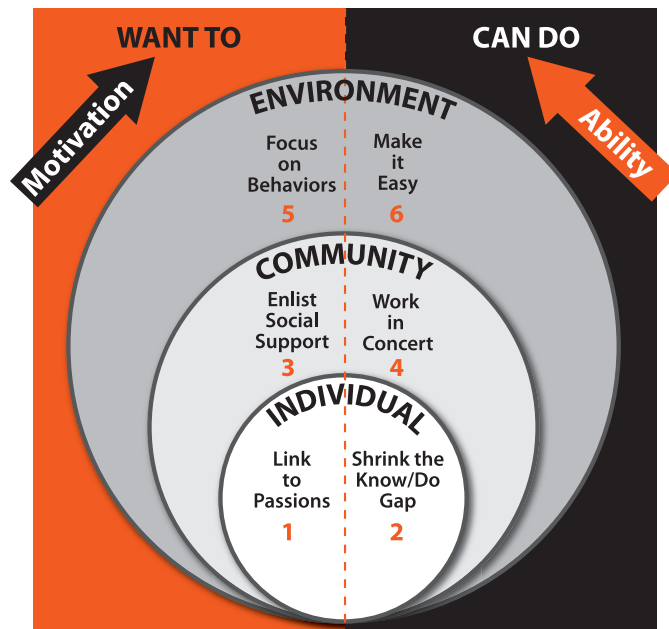
5.

Which of these **Values, Behaviors, and Unwritten Rules** seem to enhance implementation success in your organization?



Which of these **Values, Behaviors,** and **Unwritten Rules** seem to impair or threaten implementation success in your organization?





MULTIPLE INFLUENCE OPTIONS

Thinking of the Targets or End Users in your implementation, articulate in specific terms how you would use the six influence options available to you:

(1) Link to Passions



(2) Shrink the Know/Do Gap

(3) Enlist Social Support



(4) Work in Concert

(5) Focus on Behaviors



(6) Make it Easy

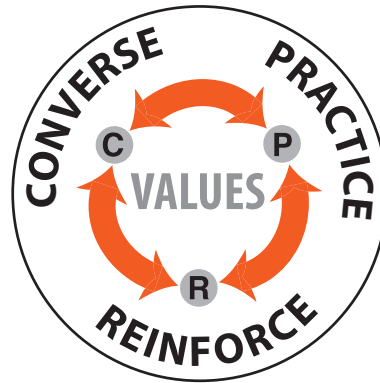


SPONSOR CONTRACTING

As discussed earlier, effective sponsorship is absolutely imperative if you expect your implementation effort to succeed. And a key to effective sponsorship is good contracting.

In the context of untamed elephants, trust issues, team issues, and influence issues that could make or break your implementation, consider how you will contract with your primary Sponsor. (Remember **SMART** Goals.)

- (1) What specific message points will you ask the Sponsor to convey regarding the Business Case for change?



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(2) What specific commitments will you get from your Sponsor regarding his/her personal practice (modeling) of expected behaviors?



- (3) What specific commitments will you get from your Sponsor about ensuring the availability of necessary resources (time, budget, access, etc.) and reinforcing behaviors necessary for implementation success?





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Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **Ford the Streams** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. We use a specific set of metrics to help us understand the effects of culture in our organization.
- _____ 2. We work hard to help our leaders understand the frames of reference of people 'in the trenches' in our organization.
- _____ 3. We appreciate the differences in our organization's subcultures.
- _____ 4. We draw on the strengths of our subcultures rather than try to get everyone to see things in exactly the same way.
- _____ 5. Our day-to-day behaviors align very closely with the values we profess to embrace.
- _____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** You may be falling into the trap of regarding your organization's culture as one big cohesive collection of people. That's seldom the reality. Most organizational cultures consist of multiple, overlapping subcultures. People may generally agree on a set of stated values (integrity, open communication, safety, quality, etc.), but they often have different assumptions about how those values are operationalized in observable behaviors.
- 6-10:** Your organization is doing some good things in tending to the "culture issue." But there's still room for improvement. Make sure you're using tried-and-true tools for measuring the impact of culture. Make sure you're using clear and meaningful definitions of the values being touted as important. Make sure people at every level are being held accountable for "living" those values in ways that help produce desired outcomes.
- 11-15:** Cultural factors, and their impact on performance, are clearly emphasized in your organization. Be sure to measure "the culture stuff" on a regular basis. Culture can be very elastic. A change in leadership, for example, can influence people to behave in different ways. Be very clear about the behaviors that produce the results you want, then reinforce those behaviors at every opportunity.

Step 5

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