



Podcast Transcript  
**Culture and Change**

Momentum and Measurement

Is there an end?

3 of 3

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Change Delivery Associates

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# Welcome



Hello and welcome to the third in a series of three podcasts on Culture and Change. My name is John Hugo. At Change Delivery Associates we specialise in successfully delivering change alongside our partners.

You can register for our podcasts through our RSS feed or download them from our website at [www.changedeliveryassociates.com](http://www.changedeliveryassociates.com)

We have also made the transcripts available for you to download if text format is preferable. Which ever you choose, I hope you find them enjoyable and useful.

A handwritten signature in black ink that reads 'John'.

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**Ian :**

Hello and welcome to the last in a series of three podcasts on Culture and Change. John Hugo is the Managing Director of Change Delivery Associates, who specialise in supporting their partners through successful change.

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## Part 3



- How to create momentum?
- How to measure progress?
- Is there an end?

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**John:**

Thank you Ian.

In part 3 I am going to talk about;

How to create momentum?

How to measure and communicate progress?

and

Is there an end?

So how do you create momentum?



## Create Momentum & Measure Progress



### Momentum

- Leaders first?
- Selecting influential teams.
- Early adopters.
- Include distracters.

### Measurement and Celebration

- Does not mean all measures are 'soft' - Staff Satisfaction, faster decision making, improved morale.
- These and many others' can be measured on the bottom line - Customer satisfaction, / retention, cutting waste / costs, reduced cost of change.
- Celebrate little and often – Again and Again and Again...

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Over the years the 'only answer' has been that leaders must change first and then the organisations culture can change. Essentially this still holds true, if leaders do not change then the culture cannot change. However if this is too rigidly applied, momentum could be lost entirely and the trust and respect eroded.

I outlined in part 2 that leaders participation in culture change could be as high as 80%, but that does not mean they should change alone. Selecting the right groups to change alongside the leaders can have a profound effect.

There will be a number of other people sometimes referred to as 'early adopters' throughout the business who will be keen to change and be included – include them.

Influential members of teams who are not supporters also need to be included, otherwise, those who are not sure, will have all the reasons required to avoid the change.

So how do we measure, communicate and celebrate progress?  
The measures used across culture change do not need to be the often assumed 'soft' things... Culture change hits the bottom line – Improved customer retention, reduced costs, increased productivity are three of the more common improvements organisations achieved.

When communicating success and celebrating, do so as often as possible, again and again and again...

Get feedback – Listen – Act on it, or if not, explain why?

Use all media options, but this needs to include significant face to face time, throughout the line management population.

I talked in part 1 about how important tone and behaviour are – Reward and celebrate the right ones, be decisive about the wrong ones.

Do not celebrate too early or as though the war has been won...

But celebrating success is critical.

So is there an end to it all?



## Is there an end?



The simply answer is – Never. Culture is always changing anyway, whether in the desired direction or in a direction of its' 'own' choosing. We have already touched on the fact that there are many ways to measure progress and success, the culture however will move as you evolve, get better, improve and deliver against the targets you set. Leaders must move with it. Continuous improvement is a phrase often associated to process management and lean thinking, however it is as applicable to culture change as either of those. Drive forward – For every word an action.

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**Intro** – Leaders have asked me many times - “When will we start?” and very quickly after that, “When will ‘this’ be finished?” Having asked these questions culture change has already started. So will there be an end?

**Slide...**

Thank You.



In the next series



- Why change fails?
- What are the signs to look out for?
- What can you do about failing change?

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**Ian:**

Thank you John

And thank you for listening.

Once again we hope you have found this short series of podcasts both enjoyable and useful.

In the next series John will talk about why change fails, the signs to look out for, and what can be done about it.

If you have any questions do not hesitate to contact us through our website – [www.changedeliveryassociates.com](http://www.changedeliveryassociates.com)