

## Reaching Results Part 2

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Leaders create environments, which drive behavior. Culture is a set of behaviors that are reinforced and punished over time by a group of people. By understanding how leaders can impact environments, you can then begin to understand how to create the conditions for cultural change.

A leader's understanding of their downstream impact is critical for success. Everything that leaders say and do has an impact on the people below and around them, whether they're aware of it or not, and whether it's intentional or not. It's up to leaders to decide if what they're throwing in the river is something benign or if it's arsenic.

The steps to creating the conditions for cultural change:

### 1: Look at the Environment

- If behavior is occurring, there are consequences in the environment supporting it.
- Consequences are always judged from the performer's perspective – you have to put yourself in their shoes when evaluating a consequence.
- You have to ask! If you don't ask, you won't get the information you need to make a change. Best practices: Ask anonymously, and ask often.

### 2: Do Something

- If you've done a survey, give people the results. This keeps you accountable and lets them know they've been heard.
- Reinforce the responding, don't punish it. If you get mad at people for submitting feedback, you'll never get honest feedback again. If you can't say anything, just say, "Thank you."
- Commit to changing, and let everyone know.

### 3. Measure, Adjust, Maintain

- Measurement is key when changing behaviors, and it gives you data to know whether or not what you're doing is effective.
- If your data says something isn't working, adjust the plan and try something different.
- Start small. You're more likely to be successful if you focus on one small change.