

The 6 foundation stones of culture transformation

1 Top level desire for change

Take a leap of faith from traditional management principles to a culture of experimentation, constant iteration and learning.

1

Do you see learning and experiments as an investment?
Is failure an inherent part of risk taking?

How easy is it to delegate decision making to others?
Are you ready to overhaul the way budgeting and investments are done?

How will you personally embrace experimentation, iteration and learning?

How is the industry changing, and by whom?
Who do your customers want to become?
What are your unique competences?
Are you shaping the market or adapting to it?
What will you do and what you leave out?

2

2 A strategy and a vision to follow

Create a strategy that is functional, inspiring, and easy to understand so that everyone can adapt & adopt it to their own work.

3 Supportive structures

Build structures that enable people to learn, iterate, and experiment: governance models, investment principles, and guidelines for decision making.

3

What are your decision-making principles?

What are your organization structures and reporting models to create the new culture?

Your measurements of success?

How do the governance models and portfolios support experimentation?

What are your critical ways of working, tools, and operating models?

Which legacy systems you need to work with?
What is your strategy for recruitment and war for talent?
How will you increase training and education?
How mature is the design, development, and devops?
What is the role of AI, data science, machine learning?

4

4 Capabilities & competences

Recruit, train, and encourage people who can lead, support others and get s*it done. These people put your strategy to the acid test and make it better.

5 Spearheads, pilots & ambassadors

Launch and oversee new initiatives that demonstrate the new strategy, structures, and capabilities in action. Empower the participants to become ambassadors for change.

5

How have the teams adapted agile, design, and the lean startup philosophies?

Are these strategically important initiatives?

What's your plan for creating innovation hubs and labs?

Are you organizing outside hackathons, competitions, or sprints?

How will you communicate the spearheads internally, to the outside world, to customers?

How will you communicate results, success, and why all this is done?

Have you gathered learnings from first round and iterated?

Have you made sure that culture change is on the board members' agenda?

Have you created goals, metrics and success criteria for the change?

6

6 Scale up and organize change

Leverage the success from the spearheads and update your structures & models based on the learnings. Upgrade the transformation into a proper change programme.

You made it! Now gather your learnings and start your next iteration from the beginning.