

Aligning the organization

Before You Start

- » Identify who to talk to for your listening tour; ask for names of key organization and cultural influencers.
- » Review most recent employee engagement, culture survey or other analyses providing insight into the broader organization.

First 100 Days

- » Identify “how things work around here.” Go on the hunt for the knowledge networks, key influencers, decision-making protocols and the unwritten and unspoken conventions that are the nervous system of any organization.
- » Communicate your personality, management philosophy, background, operating principles and expectations.
- » Review employee satisfaction/engagement survey results and examine turnover data and rationale.
- » Develop hypotheses about organizational structure and roles and responsibilities.
- » Create mechanisms for gathering input from broader organization.

Day 101 and Beyond

- » Establish a comprehensive organization communications plan; consider holding an all-employee meeting to share observations.
- » To evolve culture, adapt measures of success, new expectations and new operating processes to reflect the ideal culture; empower leaders. Lead by example.
- » Remain visible; leverage technology platforms for ongoing communication and listening.