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New York Times and Wall Street Journal Bestseller Author: Roger Connors and Tom Smith Mastering the ability to accelerate cultural change is an important core competency for every leader who wants to keep their organization competitive and focused. Download Resume Available in: \$16.99/\$24.99 Changing Culture, Change the Game: Breakthrough Strategy to Revitalize Your Organization and Create Accountability for Results is an innovative work that introduces offers a practical and powerful strategy to help leaders accelerate culture change, revitalize their organizations, and create greater accountability for results. Throughout the book, workplace accountability and a culture of changing thought leaders, Roger Connors and Tom Smith, explore the impact that positive accountability has on organizational culture. Takeaway: Learn how the pyramid of results will help leaders accelerate cultural change. Learn to create cultural beliefs that form the basis for your new culture. Explore cultural management tools that help showcase cultural beliefs and help transform culture. Get the whole organization aligned around the results you want to produce, R2. Our leadership book set is available online and offline for booksellers around the world in print, digital and audio format. The Oz Principle is a New York Times bestseller, with groundbreaking work that demonstrates the vital role of accountability in achieving business outcomes. More Mastering the ability to accelerate cultural change is an important core competency for every leader who wants to keep their organization competitive and focused. See the details there are two very different sides of the medal of accountability: one side of the coin takes responsibility on its own, and the flip side holds the other people to account. See the details of Fix It: Getting Responsibility Right a fresh, intuitive path to accountability, providing a first-of-its-kind, personalized approach to enhancing your daily work. See More the book that inspired Propeller-Principle Oz -has sold over a million copies since it debuted in 1994, setting it as a go-to link to workplace reporting around the world. Every organization has a culture that either works for you or against you. 2 The basic premise of Connors and Smith: Every organization has a culture. Either you control your culture or it will control you. Leaders must create the necessary culture. 3 Roger and Tom Smith Developing Leadership Competencies to Accelerate Change effectively and then maintain a culture over time is an endless leadership role. Guide. Connors and Tom Smith Change The Culture, Change the Game So: How do you change the culture in a way that will get the results you want in your neighborhood or school? How do you do it fast enough to increase profits - get the results you need, achieve your organization's goals? 4 Culture produces results. If you need to change the results, you need to change the culture. Table Talk: If everyone in your area keeps thinking and acting the same way they do today, can you expect to achieve the results you need to achieve? Culture is driven by results; C1 Table Talk-How does the current culture of support achieve our result (s)? 4 Prevents? 5 Current culture (C1) is not a bad culture. It's just a culture (R1) that won't produce new results (R2). To achieve R2, you need to create a new culture (C2). C1 C2 6 The most effective culture is a culture of accountability. Personal commitment to achieving the results of the organization. See. People who are usually above the line recognize that they are part of the solution. Don't accountability Focus on what we can't do, not on what we can do. The cycle of victims. People who are usually below the line do not get results. The Culture of Accountability C2 7 8 Starring in The Decision getting caught in failureAccountability: Starring in addressing what is the status of accountability in the current culture (C1)? Table Talk: Is the current culture accountable or unaccountable? Evidence? Accountability: Getting Caught Falling 9 Results Action Persuasion ExperiencesResults Pyramid Results 1. Identify the actions of R2 2. Identify beliefs A2 3. Identify B2 Pyramid Results - Influence flows up, planning flows down 4. Provide E2 Experience 10 Results Action Experiences BeliefsA is a common mistake: Working only from the top of the pyramid, trying to change what people are doing without changing the way they think. You get compliance, but not commitment; Participation, but not investment; Progress, but not long-term performance. A common mistake is to work only on the results and actions of 11 Let's puzzle the results of the pyramid: In your group of four people, make each person responsible for reading one part of the pyramid results and to identify the highlights of this section. Report to the rest of the groups. Think about how the outcome pyramid can affect your implementation plan. 12 Results Define R2. Introducing R2 across the organization. Creating accountability to achieve R2. Culture changes one person at a time, and the process begins with getting each person in a culture in line with R2. Nothing creates accountability and alignment more confidently than a clear statement of the results you want to achieve. Confusion about outcomes is all too common in organizations. Confusion licenses people to maintain the status quo. Confusion kills the momentum of any effort to change. Ideas - Results 13 Determining Your Results ShiftWorksheet 1: Determining Your Results Shift Take-Away 14 Score Your Yours 2: Assessment of your results 15 Actions Ernest Hemingway wrote: Never make a mistake of movement for action. Obviously, you need to do more than just get people to act differently; You have to get them to do the right thing at the right time in a way that produces R2 results. Nothing, absolutely nothing, makes people change the way they act faster than getting them to change the way they think. Accelerating changes in the way people act requires a clear understanding of what you need to stop doing, what you need to start doing, and what you need to keep doing. Classic Errors: Appointment A2 Not Supporting Early A2 Adopters Focusing Only at The Action Level Pyramid Key Ideas Action 16 Stop/Start/Continue AnalysisWorksheet 3: Stop/Start/Continue Analysis 17 The question is not: Are current (B1) beliefs right or wrong in the question is not: Are current (B1) beliefs right or wrong? The question arises: Are they effective? People's beliefs have a significant impact on what they do on a daily basis. Leaders must define, honestly and completely, two types of beliefs: B1 beliefs that hinder the achievement of the results of R2 and B2 beliefs that help the organization move forward. You can't achieve a change of belief by simply asking people to do something, even though it represents a good start. To promote the acceptance of B2 beliefs, leaders must create experiences that will convince people to think differently. Belief Key Ideas Persuasion 18 Definition of Your Beliefs ShiftWorksheet 4: Determining Your Beliefs Shift 19 Experience We Need to Be Change That We Want To Happen. To provide an experience that will help create B2 beliefs, leaders must: The plan he provides him ask to interpret it to interpret his changing beliefs requires overcoming selective interpretation and belief bias. This means that a well-planned experience often requires interpretation. Experience creates beliefs that drive actions that, in turn, produce results. We need to be the change that we want to happen. Key Ideas Experience Experience 20 Giving Experience that instill beliefs B2Worksheet 5: Providing experiences that instill beliefs B2 21 Pyramid Results plan and implement My take-away is . . . How can we use the results pyramid to plan and implement TPEP in our area? Results action Beliefs Ly-off Experience 22 We can't direct the wind, but we can adjust the sails. Dolly Parton No Hay notas en la diaposi. When I first started reading this book a few months ago, I put it after probably the first 2 or 3 pages. I think I misunderstood what Roger Connors and Tom Smith were trying to say. But that was a few months ago. I am book again two weeks ago and walked past my mental barrier just to find that I actually agree on most of the things Connors/Smith has to say about helping organizations and teams develop their culture. The authors have shed light on topics that usually elude our When I first started reading this book a few months ago, I put it after probably the first 2 or 3 pages. I think I misunderstood what Roger Connors and Tom Smith were trying to say. But that was a few months ago. I picked up the book again two weeks ago and walked past my mental barrier just to find that I actually agree on most of the things Connors/Smith has to say about helping organizations and teams develop their culture. The authors shed light on objects that usually elude our conscious mind. We vaguely understand, if at all we do, the impact of our actions as leaders on, not just physical output (goods/services), but intangible assets like culture and beliefs. Connors/Smith codified his entire concept into formulas that leaders can use to change the culture of their organization and therefore their results. The book could also be a book on mathematical theories, as the duo carefully explained with comprehensive examples, meaning and effect on and each variable in equations. For example, speaking on a personal level, I never chalked the way between management actions and final results on the shop floor, or the invisible results that permeate like broadcast in an organization. And reading this book helped me better understand this journey. The book gives many and great examples, but could be more instructive if the examples were directly related to the actions of Connors/Smith as consultants and their clients rather than general steps dos and don'ts. However, this is a book that I will encourage every business leader to read. Even if you don't agree with how your actions affect the way your people sleep at night, now you can't say: I didn't know! ... More... More

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