Culture After Crisis

As organizations turn their focus to rebuilding and recovering from the COVID-19 crisis, or any crisis in general, one thing that should not be overlooked is the impact on culture.

Crises often force us to change how we approach our work and our routines. How organizations respond in such times can define who they are and what they become. Now is the time for organizations to use this inflection point to address how they can inject positive changes into their culture.

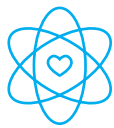**Leaders should start by asking themselves three simple questions about their culture:**

What's working well in our culture?

What's not working well in our culture?

How do we hold on to the good while letting go of the bad?

HOW DOES CULTURE FORM?

Culture is formed by a company's demonstrated values and employee mindsets and behaviors.
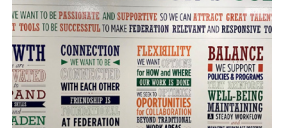
VALUES + **MINDSETS** + **BEHAVIORS** = **CULTURE**

	VALUES	MINDSETS	BEHAVIORS	CULTURE
WHAT IT IS	A company's principles or standards	Employees' assumptions and expectations about the world around us	Employees' way of doing things	Who an organization is
HOW IT IS AFFECTED	Values should remain constant and guide an organization through crisis	During a crisis, it is likely an employee's assumptions about their work or position may have shifted	A shift in ways of working can force employees to create new habits	Leaders should proactively embed new behaviors and habits into the culture to support strategic objectives

When leaders reinforce the mindsets and behaviors that align to strategic goals, organizations can evolve their culture and better position themselves for success.

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JABIAN CAN HELP

Jabian's frameworks and tools can help leaders change and reinforce ways of working after periods of change. The following sample deliverables support assessing, defining, and creating sustainable culture change.

ASSESS	DESCRIBE	EMBED	EVOLVE
CURRENT CULTURE NEEDS	DESIRED MINDSETS & BEHAVIORS	NEW WAYS OF WORKING	THROUGH CRISIS & RECOVERY

Current State Assessment

+ Use focus groups and perform interview of leadership and employees to understand the current culture and salient ways of working
+ Assess the alignment of the culture to the business strategy

Desired Mindsets & Behaviors

+ Define desired mindsets, behaviors, and culture statements
+ Ensure alignment to business strategy, reinforce company values, and resonate with employees and leaders

Roadmap for Culture Change

+ Plan to embed new ways of working for leadership, teams, and individuals
+ Address barriers and areas of misalignment that may impede change

Employee Surveys & Engagement

+ Engage employees to better react and respond to their performance, needs, expectations, and understanding as culture and ways of working change
+ Increase job satisfaction and delivery by frequently assessing and adjusting to changes as recovery and 'new normal' unfolds

Gap Analysis

+ Document cultural needs, themes, trends
+ Identify gaps between current state and desired culture and misalignment between culture and leadership, operating model, organizational structure, and company policy and procedures

Culture Collateral

+ Tangible materials (e.g., booklets, guides) that showcase culture imperatives for leaders and employees

Change Management & Communications

+ Accelerate adoption and execution of the culture roadmap through change management activities
+ Provide continuous and transparent messaging related to cultural hallmarks, stories, and strategic touchpoints through a communications plan

Metrics & Reporting for Culture Progress

+ Report on culture milestones and success barriers across defined stakeholder groups
+ Maintain progress toward the desired culture state through insights and action plans

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OUTCOMES TO EXPECT FROM CULTURE CHANGE

+ Better customer experience and employee experience
+ Increased employee engagement and productivity
+ Higher retention of top talent
+ Better alignment to organizational strategy and goals

+ Increased connection to the organization, mission, and purpose
+ Enhanced job satisfaction and collaboration
+ Increased innovation and continuous improvement

To learn more about how Jabian Consulting can help your organization contact us at jabian.com/planahead.

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