Stated Values and Actual Values

* If your stated values change but your actual values don't, then you make things worse. People feel pressure to be one thing from statements, but the culture and structure push them to be another

No resistance to proposed changes is suspicious

* If no one resists changes, then you are solidly within status quo. They are just waiting for it to blow over, or they don't really understand
* Have to train people in your organization to stand up and fight back

Flame model

* Actions, Structure, Tune, Identity
* Unless you change identity, everything up the chain will bounce back every time you try to change it
* Actions, structure, tune are all a result of Identity. If they don't line up, it isn't actually your identity

Culture Change

* First recognizing the status quo or issues in culture (get feedback!)
* Readiness
  + Must prepare employees for value changes. If they aren't onboard or prepped, it will fall flat
  + If negative changes are necessary (e.g. layoffs) be honest, or you violate trust (side note, this very much happened to me at NG, they tried to hide sucky-ness and it undermined the dedication of the employees. We were prepared to go through tough times, but hiding it from us also made us feel excluded)

Problem solving

* Reactive problem solving – trying to drive a problem out of existence. Creates pressure, not satisfying
* Creative Problem solving – trying to build toward something better. Excites people

Vision

* Specific, time-bound, attainable. Highlight what and how.
* Like pointing to the Eiffel tower for where to go instead of naming a french restaurant near by
* Shared Vision versus CEO vision
  + Have to get input from company. If people aren't on board, the mission will never stick
* Must be anchored in current state. Identify what abilities the company will have to develop to reach vision
* Everything needs to come back to the vision. The more your actions, structures, strategies, tone, etc align with vision, the better the company feels

Don't change the purpose of a group to keep them in existence. Be willing to close a group/project that doesn't fill it's purpose anymore

Name what is broken to give people a reference for fixing it