



# Supporting cultural change

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IDENTIFYING AND EMPLOYING  
CRITICAL AGENTS OF TRANSITION

# The Critical Few

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Cultural Change Management 2014 (The Katzenbach Center)

The majority of cultural changes struggle to become embedded and permanent because they fail to take into account the informal culture of a church.

***It requires a small number of important new behaviours consistent with re-expressed elements of past culture modelled by trusted informal leaders to activate cultural change.***

# The Critical FEW

Identify

Identify a 'few' existing values or traits of the church culture which can develop to provide a base for new ways of doing things.

Clarify

Clarify a 'few' positive aligned behaviours which clearly signify the changes.

Collaborate

Equip and collaborate with a 'few' authentic informal leaders who are influential 'first followers'.

# Important values that can be renewed

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Effective change depends on locating 3 -4 system (cultural) constants that can be both preserved but also developed form the basis of the change.

These need to be distinctive and clear (this is who we are as a church)

They need to carry motivational power (they inspire people)

They need to be widely recognised as true (face validity)

They need potential for greater realisation with the change (self renewing)

# New ways of doing things - behaviours

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Defining a small number of clear changes in behaviour which embody the new way (mind-set follows behaviour)

These need to be new, visible and distinctive

They need to carry positive implications for outreach or ministry and for the church (real positive differences)

They need to be easily modelled and replicated (contagious through natural networks and peer relationships)

They need to be coherent and relatively simple

# Use authentic informal leaders

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Every system has its informal leaders who are trusted and credible but do not have formal roles or power, these are critical to effective change.

These people network, model and influence 'behind the scenes'.

In relation to change these individuals need to "get it", "need it" and "want it".

They are NOT change agents in the formal sense of being positional leaders.  
They are first followers.

# Ensuring formal leaders also support the cultural change process

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Consistent articulation and communication of the change needed – why we need the change

Values that are re-embodied in the change – why this is consistent with who we are

Teaching and training around what is needed

Clear modelling by formal leaders

# Transformational Change

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The best way to start is to ask a series of questions.

What are the most important emotional forces that determine what your people do? What are your renewable values or elements?

What few behaviour changes would matter most in developing improved culture? What are the behaviours you would like to see embraced?

Who are the authentic informal leaders you can enlist?

And what can you and your fellow senior leaders do differently to signal and reinforce those critical behaviours?