

Lessons for Changing Corporate Culture

James L. C. Taggart

Lesson 1

Learn along the way. Don't wait for perfection (or getting it right) before moving forward. But also learn from your mistakes.

Lesson 2

Go for quick wins to build and maintain momentum, but keep your eye on the big picture.

Lesson 3

Maintain a sense of urgency to keep everyone on their toes. Ask: "How are we doing, and how can we do better?"

Lesson 4

Remember that you're never "there." This means that you must have a clear and shared vision, to which *everyone* aspires.

Lesson 5

Learning and the generation and *sharing* of new knowledge enhances the organization's capacity to thrive, and in turn this must become embedded in how it does business.

Lesson 6

Change is about people and how they not only adapt to circumstances but how they create their future together. Thus, people at all levels of the organization must play a role in the change process.

Lesson 7

Adopt a *high-tech, high-touch* philosophy towards the introduction of information technologies. Ensure that they mesh with the culture you wish to create. Above all, ensure that technology serves the organization and that people are not serving technology.

Lesson 8

When in doubt, take a deep breath and plunge ahead.