

**CULTURE
PARTNERS**

Focused Decisions

PARTICIPANT GUIDE





**“Nothing is more difficult,
and therefore more precious,
than to be able to decide.”**

— Napoleon Bonaparte

The Culture Equation

(Purpose + Strategy)^{CULTURE} = Results

Purpose is the WHY. Strategy is the HOW. Culture is the WAY.

Your Culture Equation

PURPOSE			
VISION / R2			
STRATEGIC ANCHORS			
KEY RESULTS			
CULTURAL BELIEFS			



Focused Decisions Model



The objective of the LINK step is to better prepare you for the other two steps. Making a compelling case for the decision is an essential foundation for aligning around it and eventually communicating it.

- Why is it important?
- Why now?
- Why is this the best way to do it?

Link also reminds you to consider decisions in terms of advancing the Key Results and promoting the Cultural Beliefs.

- How will the decision impact our Key Results?
- How will the decision promote our C2 Culture?

The COMMIT step is where the decision is made. But prior to that, the appropriate people are involved, the decision-maker is identified, and participants engage in discussion to achieve alignment and ownership.

In the INTERPRET step, you are preparing to communicate the decision.

- Who needs to hear it, when and where?
- Will your communication effectively represent the Link step?
- What are the experiences that will form the beliefs you want your audience to have?



Focused Decisions

LINK

Identify an upcoming decision.

Make the case for the decision. (Why is it important, why now, why is this the best way to do it.)

How will this decision positively impact your Key Results.

How will this decision promote your Cultural Beliefs?



Leadership Alignment Process

1. Participation

The appropriate people are involved.

2. Accountability

The decision maker is identified.

3. Discussion

Every participant is heard prior to reaching a decision.

4. Ownership

The decision is made and every participant actively promotes it.

5. Communication

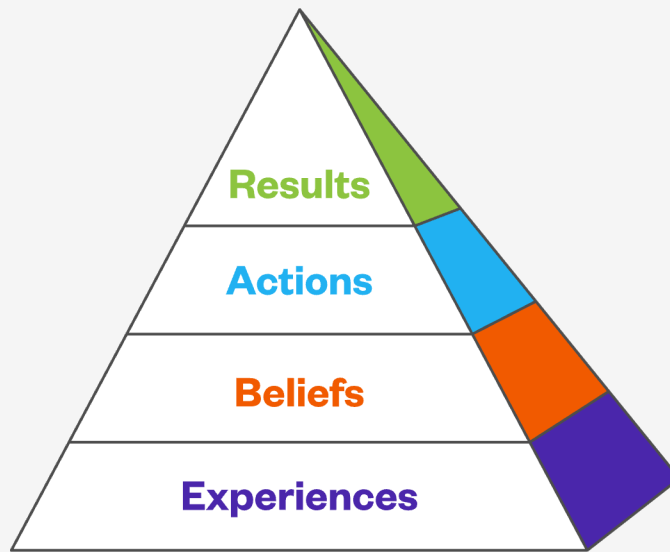
The messaging around the decision is clarified and communicated to all appropriate individuals.

6. Follow-up

Every participant follows up to ensure alignment is maintained.



The Results Pyramid®



Experiences shape **Beliefs**, which drive **Actions** and **Results**

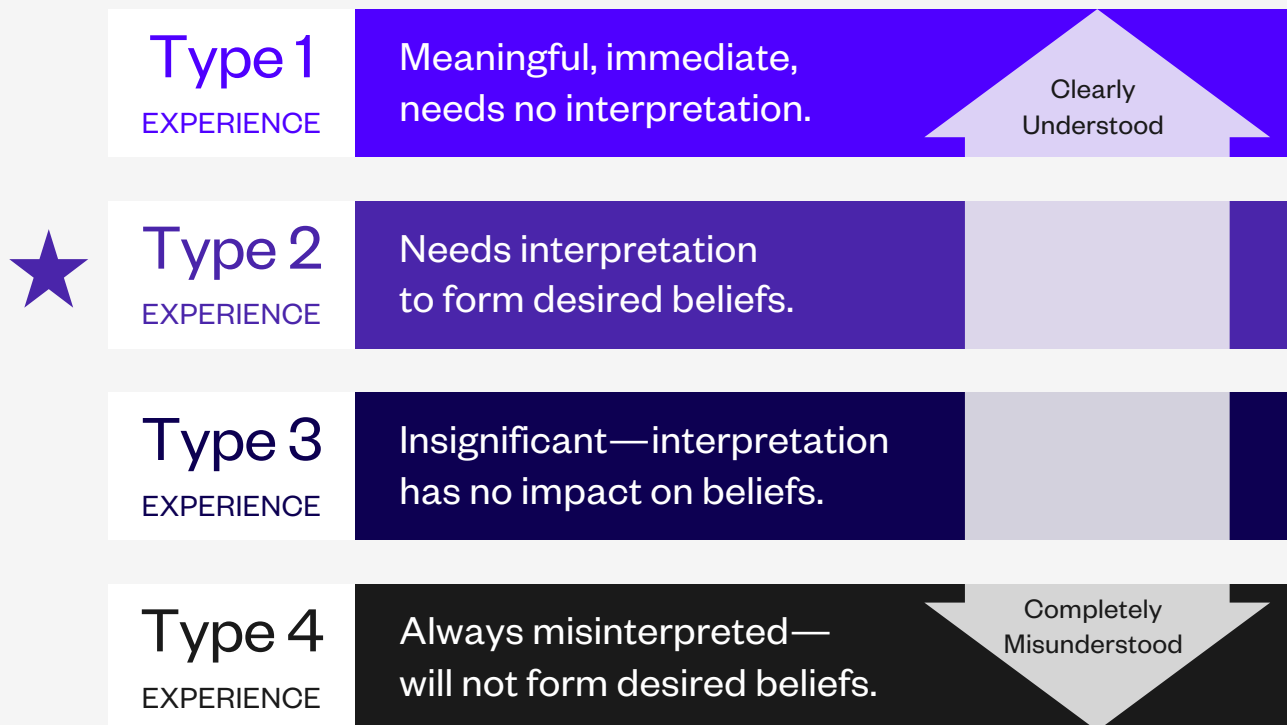
What past decision has formed beliefs that threaten achieving any of your Key Results?

What do the beliefs need to be?

What experiences can you create to shape the existing beliefs to what they need to be?

Experience Types

Not all experiences are created equal! Some experiences will affect beliefs immediately, others require some interpretation, and others will always be misunderstood, or even worse, work against your desired culture. There are four types of experiences, ranked by their impact on beliefs.



As you can see, Type 1 Experiences can be extremely powerful. They are not easy to create, however, and so are rare. Type 2 Experiences also require intentional effort, and often some planning as well. But you have opportunities to create Type 2 experiences every day, so that is where you want to focus your attention. As long as you remember to interpret these experiences, you will be creating an experience that can impact beliefs. And if you happen to create a Type 1 Experience along the way, all the better!

Type 2 Experience Planner

During the last six months, what decisions were made that may have been misinterpreted?

Looking forward, what are the big decisions that need to be made?

As you consider the communication around each decision, how does each need to be interpreted to create a Type 2 Experience?

DECISION	TYPE 2 EXPERIENCE INTERPRETATION



Focused Decisions

INTERPRET

Who needs to hear about this decision? When and where will it be communicated?

State the case for the decision.

What is the impact on the Key Results?

How is the decision aligned with your Culture?

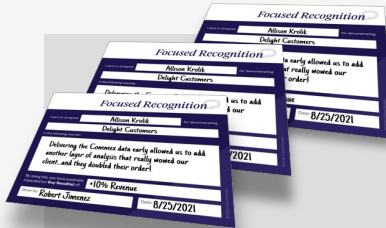
How will you create the right experiences to form the beliefs you want your audience to have?



Your Role in Activation

Weekly Integration Plan: 3-2-1

The recommended weekly plan for accelerated culture transition is called "3-2-1."
Each week:



Send

3 Focused Recognition cards



Have

2 Focused Feedback exchanges



Tell

1 Focused Story

Like most new learning, putting these tools into practice can seem contrived. Don't worry, that's normal. The key is to have a plan like this and stick to it consistently for at least 30 days, so it becomes a natural part of your workday.

$$(\text{Purpose} + \text{Strategy})^{\text{CULTURE}} = \text{Results}$$

You can use the Culture Activation tools with other aspects of your Culture Equation. Look for people living the Purpose, aligning their work to the Vision, etc., and give them a Focused Recognition card use Focused Storytelling to share the experience with others. Interested in knowing how you are demonstrating the Purpose, Vision, Culture, or impacting Key Results? Have a Focused Feedback exchanges with others on your team.

Notes



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