



KORN FERRY
BE **MORE** THAN

ACCELERATE CULTURE CHANGE BY **STARTING A MOVEMENT**

Lessons from
world leaders.

 20 MIN

EBOOK



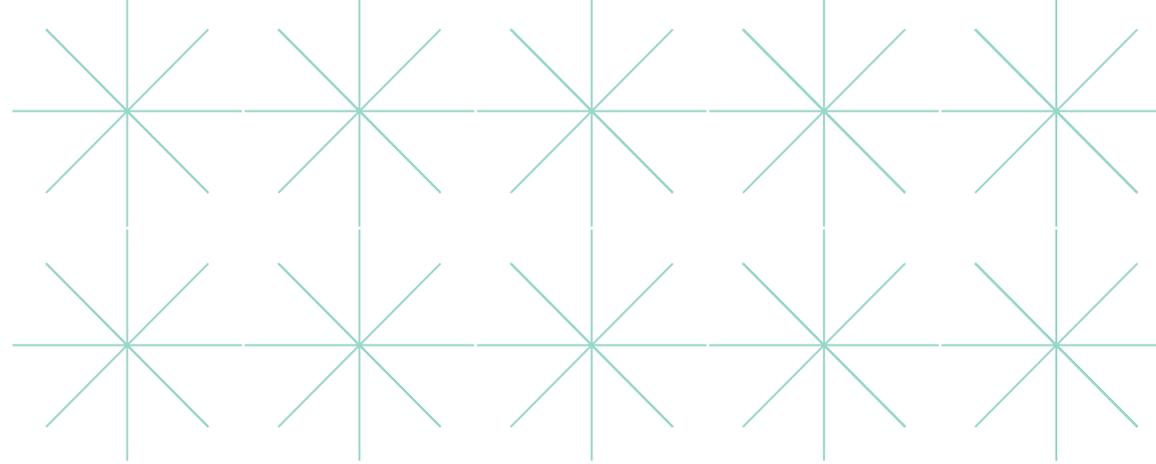
CHANGING YOUR CULTURE? START A MOVEMENT

In our last eBook, we explored culture as the single most underrated success factor for any business. Even amongst leading companies. But what makes a leading culture? When you have one, how do you keep it responsive to emerging needs? And when you don't have one, how do you foster cultural change?

We sat down with global leaders from four of Fortune's World's Most Admired Companies (WMACs), in the finance, technology and logistics sectors to find out.

If you're ready to ignite your culture, read on.

MEET THE LEADERS



KIM EVANS

Executive Vice President, Head of Corporate Sustainability, Inclusion and Social Impact at Northern Trust

Ranked as a Best Private Bank in the US by the Financial Times group 12 times in the last 14 years, Northern Trust is a leading asset servicing, investment, and wealth management organization.

It's been in business for 130 years, and over that time, it's developed a strong client-focused and collaborative culture.



ADAM BAUER

Director of Issues and Policy Communications at Hewlett Packard Enterprise

In the 80 years Hewlett Packard Enterprise (HPE) has been in business, the world of technology has transformed. But HPE's performance-focused and collaborative culture has remained strong. Today, as well as being ranked one of Fortune's World's Most Admired Companies, HPE is also one of Fortune's Best Companies to Work For. And it was recently ranked as one of Ethisphere's most ethical companies for a fifth consecutive year.

Handling everything from crisis management to executive comms and sustainability messaging, the stories Adam shapes also play their part in shaping HPE's culture.





OSCAR DE BOK

CEO at DHL Supply
Chain at DP DHL Group

DHL is the world's leading logistics company. It's also a leading employer, currently celebrating its second year topping the global list of Great Places to Work.

Since the pandemic, DHL Supply Chain's *Together, unstoppable* purpose has found new meaning with its people, when it became the trusted partner for COVID-19 vaccine distribution worldwide.



LAN GAO

Senior Vice President, Human
Resources at Lenovo

Tech company Lenovo shapes IT solutions for smart manufacturing, smart cities, remote education, smarter shopping and more, rising to the challenges that people, communities, businesses, and even entire populations face.

It's signed up to the **Valuable 500**, to increase diversity and champion inclusivity. It's also signed the **GSMA Digital declaration** which identifies shared, ethical values across the tech industry. Lenovo's efforts are getting noticed. In 2022, it picked up a Hong Kong Corporate Governance ESG Award.



HOW WELL DO YOU KNOW YOUR CULTURE?

Before you can build the culture you want, you should first understand the culture you've got.

We've found that the organizations with the strongest cultures can typically sum them up in a few words. Here's how our leaders describe their own cultures in three words or phrases.

HOW WOULD YOU DESCRIBE YOUR CULTURE IN THREE WORDS/PHRASES?



Client-centric
Service oriented
Collaborative



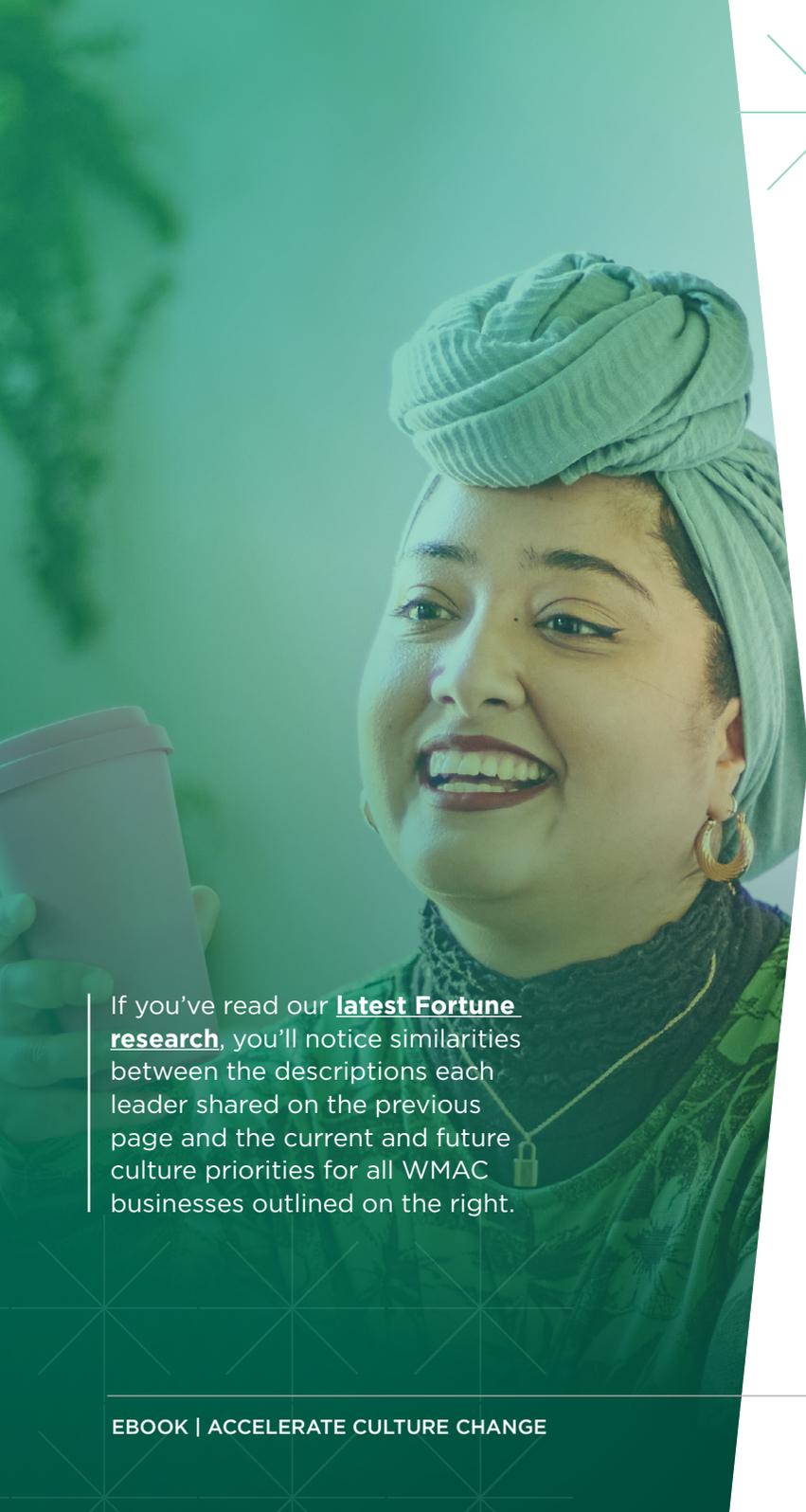
Performance
Compassion
Fun



Can-do
Getting it right the first time
Passion



Customer-focus
Ownership
Win as one team



If you've read our [latest Fortune research](#), you'll notice similarities between the descriptions each leader shared on the previous page and the current and future culture priorities for all WMAC businesses outlined on the right.

WMAC's top 5 culture priorities

Current

Customer focus
Accountability
Results orientation
Empathy
Learning

Future

Learning
Customer focus
Collaboration
Long-term perspective
Accountability

We wanted to delve deeper into those future priorities.

All four leaders agreed that **learning**, **customer focus** and **collaboration** were crucial to their future plans, too. We asked them why those priorities topped the list, and how other organizations could focus on them to accelerate their own culture transformations.

THE TOP THREE FUTURE PRIORITIES: WHY THEY MATTER

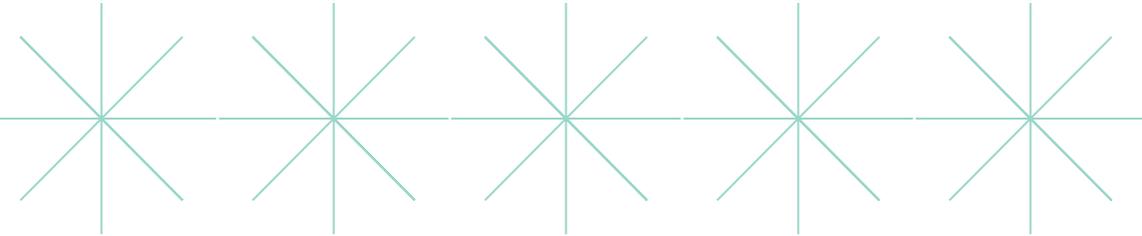
01 **LEARNING:** BUILD AGILE THINKERS AND AGILE BUSINESSES

There were two sides to the learning story...

PERSONAL PROGRESSION

In tough economic times, when people are being asked to do more with either fewer or the same number of resources, our leaders agree that learning and development goes a long way to easing the strain. It shows teams you value them, even if you can't give them big bonuses or pay raises right now. In turn, a strong training offer helps keep and attract talent.

In HPE, as in so many organizations, *"People are hungry to know 'what does the next chapter look like?'" Adam*



BUSINESS PROGRESSION

Learning fires up the synapses and helps the brain make new connections—turning regular learners into agile thinkers. So, investing in learning and development helps your whole business adapt to economic, political, market and even global events.

People need to adapt to sell new products or think in different ways faster than ever before. Our leaders agreed that being able to move, even when you don't have all the answers, is critical.

What this means for you: If learning and development isn't an organizational priority for you in the next five years, ask yourself why. Even if your teams have the skills they need to succeed today, they might not have the capabilities to get ahead tomorrow. The best way to safeguard your culture and bottom line against an uncertain future is with learning and development.



“Learning keeps us innovative.” **Lan**



02 CUSTOMER FOCUS: YOUR DIFFERENTIATOR OR TABLE STAKES?

Unsurprisingly, all four leaders recognized the benefits of being customer centric. While some described it as ‘table stakes,’ Northern Trust and Lenovo said it was their biggest differentiator.

In Lenovo’s case, shifting their culture to focus less on what they sell (as technology evolves so fast) and more on how they sell it and the solutions they offer customers has been a game-changer. Today, they put less emphasis on specific pieces of tech and more on what that technology can do for arenas such as smart manufacturing or remote education.

What this means for you: It’s unusual to find a business that doesn’t say it puts customers first. But how well is your organization looking after clients in practice? If your sales and customer feedback scores aren’t as strong as you like, it might be time for a cultural shift to consciously focus on winning over clients.

03 COLLABORATION IS CRUCIAL: EVERYONE AGREED

Collaboration is a must-have. But the nature of collaboration has shifted since the pandemic.

*“You need to be deliberate about how you collaborate. Very often in corporate America, the impulse is random acts of collaboration. You schedule meetings and end up filling your calendar with calls to collaborate, but that means doing your tasks out of hours. That’s not healthy. So how do you be collaborative while also being efficient?” **Adam***

TO GET THE BALANCE RIGHT IN A HYBRID WORLD, THE WORD WE HEARD MOST WAS ‘INTENTIONAL.’

Even though collaboration can be time consuming or counterproductive if not done in a thoughtful manner, the desire to work with others and put the team first was a marker of someone who was likely to succeed in HPE’s culture. Adam described a clear mindset of putting “*We before I.*” People who were willing to step up and raise their hand to help were the same people who wanted to see the culture succeed.

*“I think face-to-face time was overrated, now it’s underrated.” **Oscar***

FOR SOME, COLLABORATION COMES NATURALLY

Northern Trust has been refining their collaborative culture over many years. Rather than a shift to be made, Kim tells us, *“We’re leveraging the collaboration muscle we already had and being very intentional about ensuring it drives innovation and results.”*

USED INTENTIONALLY, COLLABORATION ALSO FUELS GROWTH

If you can’t solve a business problem on your own, bringing the greatest minds in your team together, makes sense. And it’s something Lenovo predicts will bring big benefits in the future.

“Teamwork is so important here. We have built up multiple businesses already at Lenovo. To provide new solutions to customers, we have to work together more and in new ways.

We have previously focused on end-to-end responsibilities, with leaders focusing only on their own area, which is still important of course. But the PC business isn’t growing as fast as before—in fact, it’s declining recently, so we think collaboration will help us grow again.” **Lan**

Ask yourself:



Has the way you collaborate changed since the pandemic?



Is your digital and in-person collaboration equally effective?



Are you collaborating with intention or falling into the trap of ‘random acts of collaboration’ that could be costing you time and money?

THE TOP THREE FUTURE PRIORITIES: HOW TO LEVERAGE THEM

If you want your culture to support your business strategy, prioritizing learning and development, customer focus and collaboration is a good place to start. Our leaders share their advice for organizations looking to leverage these priorities to ignite their own cultures.





LEARNING

1. Make the connection between culture and learning

DHL Supply Chain is a big business, with 1,400 offices and sites, globally. But their secret to getting the best return from their learning and development programs is to think small. Right now, they're investing in long-term training for site leaders and team leaders on the ground.

“We always blend culture with learning and development, so colleagues understand why we’re developing certain skills and behaviours—we give people the context around the capabilities that we teach.” **Oscar**

“If we can impact the workers’ everyday experience within their small team, then they will stay.” **Oscar**

These two learning and development programs make the all-important connection between the capabilities and culture DHL Supply Chain offers. And because they run the same courses on all their sites, the training breeds a unified culture, focus and priorities all around the world.





LEARNING

2. Know your cultural pain points

Lenovo's had a big mindset shift in recent years—from 'how do we sell as many computers as possible?' to one of 'how many customer problems can we solve?'

With a new way of thinking comes a new way of working. They knew it would help if their tech-focused engineers understood the end customer better. They've used training programs to do just that.

In the rapidly-evolving world of technology, helping teams stay on top of the latest innovations is equally important. Lenovo is launching a new innovation-focused, global learning platform to help teams stay ahead.

*"Just look at what's happened in the past 10 years, and what is happening now today. What you've learned last year may not necessarily be the cutting-edge technology for this year anymore." **Lan***

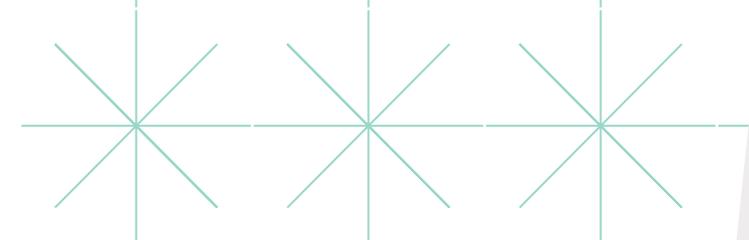


CUSTOMER FOCUS

1. Lead, don't follow

It's better to be known for doing one thing brilliantly than following the crowd and doing many things poorly. That's particularly true for Northern Trust, who stays ruthlessly focused on client-centricity.

*“What helps Northern Trust stay focused on client servicing is sticking to what we do well—not chasing every fad, but exploring spaces our clients indicate are important to their long-term success. To be successful, we have to be true to our core. And the best recipe for failure is to try to be everything to everybody.” **Kim***



When client-centricity is at your core, it guides all other decisions, from the learning and development you invest in, to the partnerships you form, and the innovations you get behind.

2. Make customer-focus a KPI

Lenovo has included customer focus in their KPIs since 2018. And, crucially, it has the systems, structure and leadership in place to make hitting that KPI achievable. Combining the KPI with clear support from leaders has driven Lenovo's transformation from a product-focused business to a client-centric one.

3. Listen

DHL Supply Chain already uses a customer satisfaction index to measure how happy their customers are. And they've turned their biggest customers into their best advocates.

*“We do sessions with existing customers and new customers together, and we just let them talk. There's no better sales process than that.” **Oscar***



COLLABORATION

1. Reward collaboration

DHL knows that with intentional collaboration, any team can be greater than the sum of the people inside it—something it celebrates with CEO awards.

Lenovo actively celebrates collaboration too with Annual Team Excellence awards, a prize recognizing cross-team collaboration.

“Our CEO awards always have an element of collaboration. That drives the right behaviors.” **Oscar**

2. Keep using hybrid working to drive inclusivity

One of the greatest advantages of hybrid and remote working is the opportunities it gives junior team members to be part of virtual meetings that they wouldn't have boarded planes to be part of in person pre-pandemic.

Now that everyone has access to online collaboration tools, Northern Trust is keen to keep using them and optimizing them to ensure an effective and efficient hybrid model. Similarly, Lenovo encourages teams to work well remotely with virtual team-building activities.

3. Keep testing and adapting

Do younger generations prefer working in the office to build their networks? Do older generations work at their best from home? There are lots of theories and assumptions, but few concrete answers. That's why DHL Supply Chain is currently testing a total flexibility model, where colleagues are free to come into the office as many or as few days a week as they like (including working fully from home).



What's your one secret to culture success?

We asked each WMAC leader to share their biggest secret to culture success. Here's what they told us.

PUT CULTURE INTO THE CORE OF YOUR BUSINESS

"Culture won't bring value if it's just an event or slogan on the wall. Culture is not just a campaign. Culture brings value and changes behavior when you make it a solid, embedded attribute to business success." **Lan**

BE DISCIPLINED AND CONSISTENT

"If you're disciplined in good times, you can have greater times. And if you're disciplined in bad times, that discipline will pull you through." **Kim**

HAVE PASSIONATE LEADERS

"Your own engagement and passion [is the secret]. Without knowing, you continuously transmit your energy—if I'm excited, my team is excited [and] it translates to the organization." **Oscar**

HAVE ACCOUNTABLE LEADERS

"If your leaders aren't accountable, no amount of effort that you put into building a culture will work." **Adam**

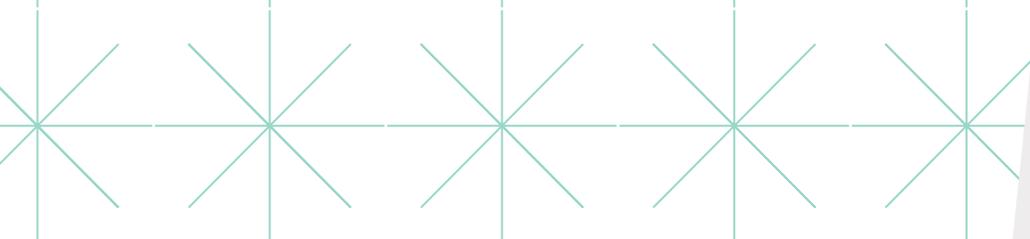
WHAT ARE THE THREATS TO CULTURE TRANSFORMATION?

In our **first eBook** we predicted that the biggest threats to building and adapting strong cultures would come from the struggle to financially reward and recruit top talent during a recession. The second threat came from hybrid working—how do you immerse remote new joiners in company cultures? And how do you keep strong bonds between colleagues if they're spending less time together in person?

The World's Most Admired Companies have already shown that they're using learning, collaboration tools and other techniques to minimize those threats. But that doesn't mean a cultural transformation will necessarily be smooth sailing.

We asked each leader to tell us more about the challenges to cultural evolution every organization needs to know about.





Here are their
biggest watchouts.

Lack of buy-in at the top

If leaders can't explain culture changes to their teams, those changes won't feel aligned to your company goals. Worse still, they'll feel inauthentic.

DHL, Lenovo and HPE all faced this issue to some extent. At Lenovo in particular, building a collaborative culture in an environment where leaders take pride in end-to-end accountability called for a big mindset shift towards collective stewardship for culture.

“It’s a challenge because it has to be worth the extra effort for a leader—they need to feel tangible results.” **Lan**



Culture change strategy gets stuck in middle management

Getting leadership buy-in is just the start. Once the top team agrees, how do you share your transformation plans with the rest of the business? This was an issue for DHL Supply Chain.

Culture isn't just something you say, it's something you do on the ground. That won't happen if your message doesn't get beyond middle management, and you don't have the processes in place to support the change you want to see. As Lan told us, *"If you don't put systems and structures in place, change programs will fail."*

Inconsistency

Once everyone in the business knows and understands the culture transformation you're planning, they must embrace it. No exceptions. Allowing some people or teams to play by different rules than everyone else is a recipe for failure.

At Northern Trust, Kim tells us that consistency is crucial. *"Nobody gets to opt out of client services excellence. [...] With discipline and the right behaviors, you can make a transformation that seems impossible, possible."*

"Strategy sticks to the top, everyone [in the senior leadership team] keeps telling each other how great it is, but it hasn't actually trickled down." **Oscar**



MAKE CULTURE CHANGE FASTER. AND EASIER. WE'LL SHOW YOU HOW

Culture is behavior change at scale. There's no single lever you can pull to transform your culture. But when you talk to the organizations who've successfully mastered change, they're speeding up their transformations by consistently focusing on four areas.





01

MINDSETS: whether that's getting buy-in from the top of the business, immersing newly acquired companies in their culture, or inspiring people on the ground. If you can change minds, you can change cultures.

02

ABILITIES: a new culture typically brings new ways of working. The Most Admired Companies put training in place so everyone can develop the capabilities they need to succeed in the 'new world.'

03

SYSTEMS: the Most Admired Companies aren't culturally running back to 2019. They're exploring hybrid working and digital collaboration tools. And when they're bringing people back into the office, they're doing it with intention.

04

STRUCTURES: culture change might start at the top, but it can't stay there. Our interviewees are checking their operating models, so new ways of working can gain momentum. And they're embracing hybrid working models to give junior team members the kind of client exposure and experiences that will enable them to rise through the ranks faster.



Korn Ferry's MASS model for behavior change at scale

Whenever we talk to clients about starting a cultural transformation movement, we start by looking at Korn Ferry's MASS model for behavior change at scale.

We asked our leaders to tell us more about the part each element played in their culture transformations.

01

MINDSETS: it all starts here

Emotional connection at DHL

During the pandemic, DHL Supply Chain's *Together, unstoppable* campaign took on a new meaning for employees as they saw the crucial role that their deliveries played in keeping people safe, fed, and connected... especially given the important service they were providing in delivering vaccines around the world. That renewed sense of purpose, combined with passionate senior leaders, has kept their culture strong.

"I think the thing which remains very important is the emotional connection within our company." **Oscar**

Authenticity is key at HPE

Adam champions the power of authenticity to drive change. *"Any sort of change management or culture initiative doesn't work if it's inauthentic. From the top down you need the mindset of where we need to go, understand why and how to get there, then give people the tools to execute, live [and] sell it."*

The Korn Ferry approach

Before launching a culture change program, we help clients build a common view of a desirable future. That means we'll always work with clients to understand the appetite for change inside their organization already—and to pinpoint potential groups we need to focus on first to win over skeptics and see change plans run smoothly.

And if leaders need extra help, we'll coach them on how to communicate what type of change is coming in clear, compelling language. That way, they'll be ready to pioneer change in their organizations and inspire others to join them.

02

ABILITIES

Changing your culture almost certainly means changing the way some or all of your people work. So, it's not surprising that training programs and culture transformation go hand-in-hand.

The WMAC leaders described the benefit of globally standardized training—so everyone hears the same message, the same way. And also using training to target specific cultural pain points, like Lenovo's drive to make its engineers more client-focused.

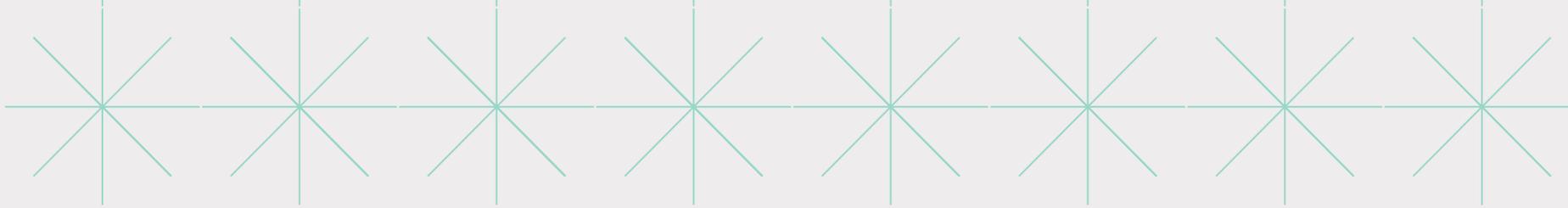
The Korn Ferry approach

Having the will (mindsets) to change is a great place to start. But teams won't actually change without the way (abilities) to do things differently. Before launching any change program, we always work with clients to understand the skills they have and the skills they need—then agree how best to close that gap. We recommend including details of any new learning and development offer in your communication as early as possible. It'll squash people's fears that they don't have the skills to make the changes you're asking of them.

And don't forget your leaders. To truly shift your culture, they need the ability to read the mood in your organization in real-time, make personal appeals to key influencers, manage competing interests and hit audiences at the right time and across the right channels with their messages.

“People always start with mindset, and that's crucial, but without systems and structures, you can't make culture change stick over time.” **Lan**





03

SYSTEMS

Northern Trust gets clients involved

If you're ready to shake up your systems, including the technology you use, you can get inspiration from your clients.

Kim tells us, *"We work with our clients to see what needs to be transformed."* To do it, they heavily utilize 'centers of influence' to help them understand what matters most to their wealth management clients, so they can tailor targeted solutions accordingly.

DHL emphasizes simplicity

In the past, DHL's change programs have failed when they've been overcomplicated. Today, the business uses Microsoft 365, Teams, and Smart Connect systems—tools that make life easier for everyone and, in turn, improve employee experience.

Lenovo rewards customer-focused behavior

Lenovo links bonuses and KPIs to customer-focus. And it's working. Lan says that since starting their transformation, they've found that, *"even salespeople want to speed manufacturing to make customers happier."*

HPE is always ready to adapt

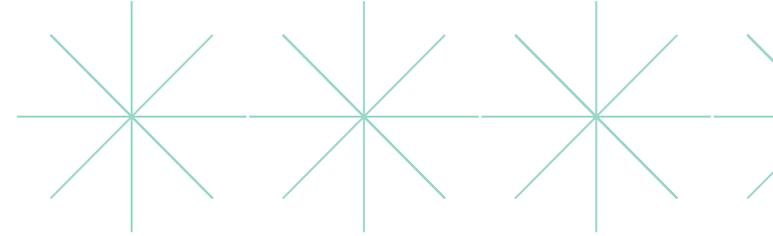
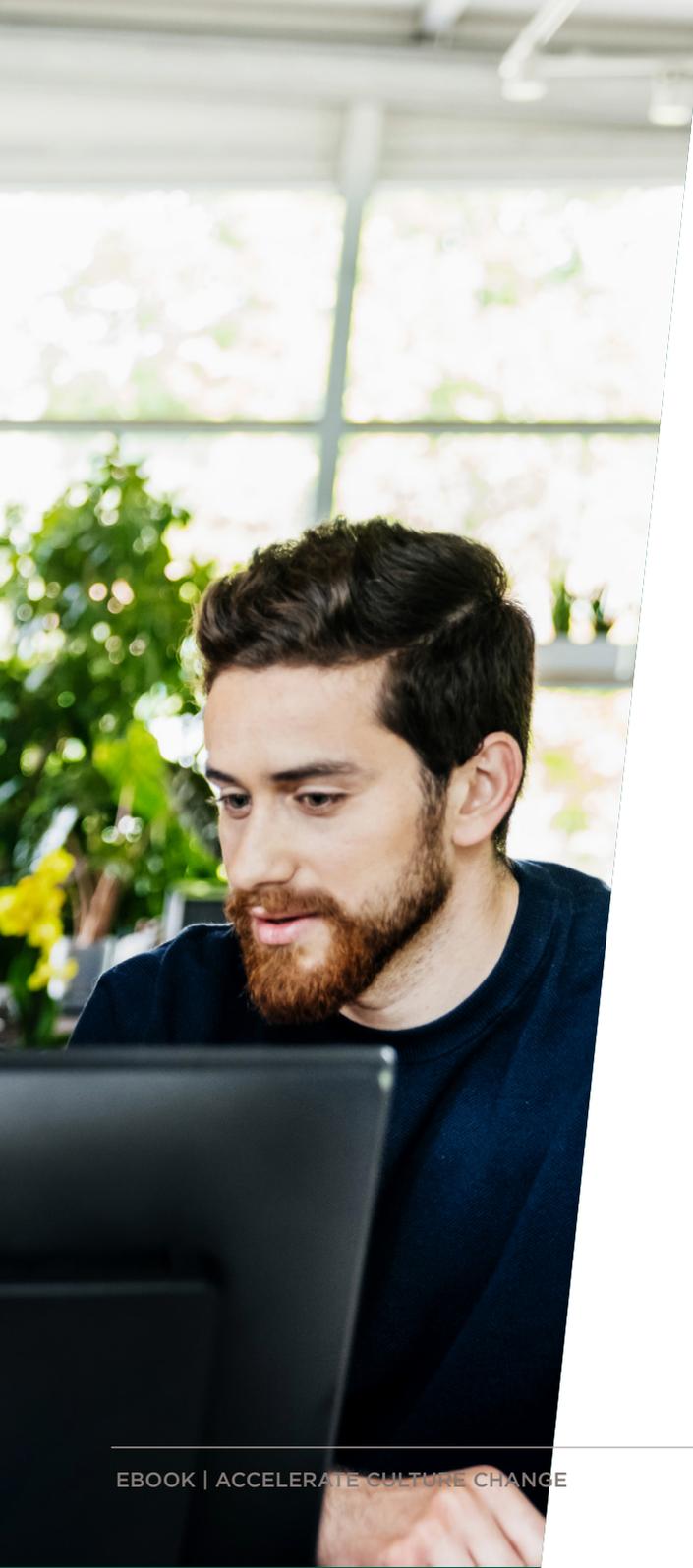
"Culture is something leaders grab onto—to be a constant in a sea of change. But it does require maintenance." Adam

HPE takes internal feedback seriously and listens to its teams to adapt and maintain its culture.

The Korn Ferry approach

The right systems give your teams the tools to make your transformation a success. They also help you codify new norms over time. Once we're clear on the culture you need, we'll assess the systems you have to check how well they align to your purpose.

If speed and flexibility are crucial, are your processes agile enough to keep up? Do your KPIs reward people for building the business you want or are they stuck in the status quo? We'll make sure your systems are a tool to accelerate change, not a stumbling block to slow it down.



04 STRUCTURES

Embrace digital

DHL Supply Chain runs 2,000 sites, with 2,000 different contracts that aren't necessarily connected. Today, apps and a Smart Connect tool bring those disparate teams closer—giving them the digital space to connect and share their experiences. Now DHL runs everything from sharing best practice, to work group forums, and employee surveys on the platform. It's stripped back a lot of complexity and made it easier for teams to work together and feel connected to DHL's culture, wherever they are.

Be clear on roles and responsibilities

At Lenovo, the team knows who has authority to make decisions. In an organization where people are working in a matrix structure with multiple reporting lines, this has been quite the journey. The team is now working to put a new operating model in place.

The Korn Ferry approach

Is your operating model fit for your purpose and the culture you're hoping to build? That's one of the first things we'll assess when we're readying a client for change.

In large, global organizations, reviewing your structure to make sure every part of your business has the will and the way to transform is essential. And, together with rethinking your systems, it'll allow you to codify new norms and bring change about faster.

HOW DO YOU PUT A PRICE ON CULTURE?

Most-Admired companies attribute 30-50% of their market value to culture. But how do you quantify it? We asked our interviewees to tell us more about the value that a strong culture brings.

“Our ability to attract and retain talent is truly invaluable.” **Adam**

The HPE purpose is all about putting tech to work to solve challenges. It’s ingrained in the HPE culture, and it’s something people have really responded to internally.

Adam thinks it’s the strength of their culture, and people’s realization they’re not part of a ‘typical’ tech company that’s helped them hold onto their top talent.

For Northern Trust, their client-centric culture has translated to a strong market value for all stakeholders for decades. Retaining top talent is a viable risk in the current environment as others recognize the value in developing award-winning client servicing expertise.

For DHL, a strong culture contributes tremendously to their bottom line by constantly impressing and growing their customer base.

Similarly, the Lenovo team have found their client-focused culture has been a real differentiator for them in the market. In fact, they'd estimate that as much as 50% of their market value is due to culture.

“Customer satisfaction translates to growth” **Oscar**

“Even when others’ technology might have their own strengths, we win deals because of our commitment to our customers” **Lan**



HOW DO YOU MEASURE CULTURE?

Is your culture strong enough to bring the kinds of returns the Most-Admired companies have experienced?

Although culture often feels intangible, all four of our interviewees looked for ways to measure it, including:

 Measuring sales figures and repeat customers

 Running internal employee surveys

 Running brand reputation surveys.



WHAT'S NEXT?

Finally, we asked each leader where their investment and focus would go in the next three to five years to keep their cultures strong.

“We don’t use the word ‘culture’ to get investment, but refer to it as a way to run the business.” **Lan**

As Lenovo is driving service-led transformation, Lan knows the focus on a One Lenovo collaborative culture will be even more important for the business to succeed—and a key part of their strategy. For Lenovo, ‘culture’ isn’t a buzzword. It’s a way of thinking and working.

“Our culture is a differentiator for hiring and retaining talent, and we’ll continue to use it to attract new talent” **Oscar**

DHL hopes to top the Great Place to Work rankings for many more years to come.

To make their employee experience even stronger, it has plenty of certified training plans in the works for supervisors and new starters.

The team is also planning to digitise employee experience, especially for new joiners, so the whole process is slick and builds a sense of belonging right away. As part of that, they’ll track turnover at 30, 60 and 90 days. Once someone has been with the business 12 months or more, they tend to stay.



“We’re doubling down on what we now know works” **Adam**

Now that HPE has a strong culture and supportive leaders in place, the plan is more of the same over the coming years. But when and if change is on the horizon, you won’t hear it here first. As Adam rightly reminded us, if you’re planning a transformation, you should always “communicate with your team members first, not subsequently. They’d be first to hear about our future culture investment plans.”

“It comes down to talent and technology” **Kim**

At Northern Trust, there is a prevailing belief that the right people, with the right skills and the right tools, can open doors to new opportunities and solve any challenge. So, investing in talent and technology promises to be a constant in this dynamic world of change.



**CULTURE CHANGE:
IT'S NOT A
SLOGAN, IT'S
A MOVEMENT.
WE'LL HELP
YOU START IT**

When organizations change or strengthen their cultures, what they're really doing is starting movements to win hearts and minds.

Movements start when a group of people with a shared purpose create change together over a sustained period of time. It's exactly what we've seen with the power of DHL Supply Chain's *Together, unstoppable* campaign or Lenovo's shift from hardware to solutions.



The eight conditions of Movement Making™

As mentioned in our previous eBook, Korn Ferry applies The Art of Movement Making™ methodology to help organizations accelerate cultural change faster and more effectively than ever before. By strategically applying the right combination of the following eight conditions of Movement Making, we can help your company shift mindsets, abilities, structures and systems in record time:

01 A VIEW TO A BETTER FUTURE -
There is alignment and consistent communication around a common view of a desirable future, which instills change agents with a sense of purpose.

02 AN ALIGNED CLIMATE -
Organizational and societal events come together to create fertile ground for change. Movement Makers 'strike when the iron is hot', thus amplifying their voice and impact.

03 A DEDICATED GROUP OF PIONEERS
- The founding group better understands one another's strengths and roles are solidified. New members are brought in with the intention of building a 'leader-full' movement.

04 A STEADY CADENCE OF VISIBLE WINS
- Wins become increasingly bigger, more frequent, and more visible as additional change agents emerge. They leverage physical and digital channels to maximize visibility.

05 A NOVEL AND CONSISTENT BRAND - The movement's name and brand spread to other parts of the organization and the public via the media. Various change 'moments' are branded as part of a unified movement.

06 A 10% INFLUENCER NETWORK - As more and more influencers talk about the change; the conversation goes viral, the benefits of change become increasingly clear, and the movement takes on a life of its own.

07 INCREMENTAL CALLS TO ACTION - Stakeholders are empowered to make small changes within their spheres. Requests are bite-sized and staged thoughtfully so that discomfort is minimized.

08 CODIFICATION OF NEW NORMS - New values, mindsets and behaviors are adopted at the enterprise level. Established structures and systems are redesigned to better support the ideal future state.

The Art of Movement Making™

Movement (n): a sustained campaign led by a group of people who accelerate the pace of change through a shared purpose and collective action.



MOMENTS

A **dedicated group of people** form around a common direction and mobilize resources to create a **steady cadence of small but visible wins**.



MOMENTUM

A **novel and consistent brand** forms and officialises the movement. Incremental asks and an influencer network **propel the movement forward**.



MOVEMENT

Supporting structures and systems **ensure that new norms are codified** and accepted as non-believers exit.



MEANING

A **view to a better future** is envisioned; the **external climate** paves the way for action.

TIPPING POINT

Research shows that when **10% of a population adopts a certain belief or behavior**, **100% of the time that belief or behavior is adopted by the broader community**.

IGNITE CHANGE. TALK TO US ABOUT WAYS TO:

- Measure the gap between the culture you have and the culture you need
- Turn every leader into a Chief Culture Officer
- Select culture solutions to drive 360-degree change
- Make a movement



Contributors

Sarah Jensen Clayton

Senior Client Partner, Co Head
of Culture Change & Communications

Laura Manson-Smith

Senior Client Partner, Global
Leader Organization Strategy Consulting

Mark Richardson

Senior Client Partner

Mark Royal, Ph.D.

Senior Client Partner

Jenna Young

Senior Client Partner, Head
of Client Creative Services

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

Business advisors.

Career makers.