

From the Authors of the *NEW YORK TIMES* BESTSELLING Books  
*The Oz Principle* and *How Did That Happen?*

# CHANGE THE culture

The Breakthrough Strategy for  
**ENERGIZING** Your Organization and  
Creating **ACCOUNTABILITY** for Results

# CHANGE THE game

Roger Connors and Tom Smith

Based upon *Journey to the Emerald City*

“I’ve lived through dramatic performance improvements enabled by the approach of Connors and Smith—it’s nothing short of a miracle! *Change the Culture, Change the Game* provides a certain path to creating accountability for achieving goals and objectives normally beyond our grasp, using a proven, commonsense approach that energizes people at every level of the organization.” —DAVE SCHLOTTERBECK, chairman and CEO, CareFusion Corporation

“This book presents Partners In Leadership’s approach to achieving results through cultural transformation and is the *absolute best leadership process* I have ever seen! We have employed it in organizations large and small, both inside and outside the United States. If you know the results that you and your team want, this process is the way to get them.”

—FRED MCCOY, vice chairman, Synecor, LLC

“Using the Results Pyramid model to accelerate culture change, Connors and Smith don’t just state what we all know to be important—they take it a step further and detail *how* it can be done. *Change the Culture, Change the Game* gives leaders a methodology that works for building and sustaining a high-performance organizational culture.”

—CLINTON A. LEWIS, JR., president, U.S. Operations, Pfizer Animal Health, Pfizer, Inc.

“As the recognized experts on workplace accountability, Connors and Smith ratchet it up another notch in *Change the Culture, Change the Game!* Building on the success of their previous books, *The Oz Principle* and *How Did That Happen?*, they now detail how to accelerate culture change with a process that delivers lasting results.”

—AMBASSADOR GREGORY J. NEWELL, former U.S. Assistant Secretary of State

“*Change the Culture, Change the Game* outlines practical and powerful tools that our management team embraced early in our company’s formation. I am confident that applying these concepts and creating a Culture of Accountability will propel us to success in the difficult world of start-ups and prove vital in realizing our vision to transform an entire industry.”

—TODD M. POPE, president and chief executive officer, TransEnterix, Inc.

“Culture change is never easy, but with the tools and insights we take from *Change the Culture, Change the Game*, we are seeing rapid progress.”

—WYMAN ROBERTS, president, Chili’s Grill & Bar

“Bottom line: If you keep doing what you’ve been doing, you’ll keep getting what you’ve been getting; but if you want to change the game . . . you need to read this book. *Change the Culture, Change the Game* lays out an actionable approach that every leader should master. So, if you’re tired of trying leadership techniques that are not effective and new programs that don’t work, then stop and read this book.”

—GINGER L. GRAHAM, former CEO, Amylin Pharmaceuticals

“With the process described in *Change the Culture, Change the Game*, in less than two years we tripled revenue and substantially increased our profit by 75 percent. We became a ‘believing’ organization. We believed we could succeed, we believed we could win in the market, we believed we could deliver products on time, we believed we could exceed customer expectations—and we did. This book presents a high-impact plan that every leader can follow to transform their culture and create accountability for results at every level of the organization.”

—HAROLD A. BLOMQUIST, president and CEO, Simtek Corp.

“Connors and Smith’s latest book lays out the plan for achieving results-driven accountability in a quick and readable format. Their specific examples of how leaders can cut through their natural filters to focus with precision on underlying issues will hit home for senior leaders interested in accelerating culture change and driving business results.”

—JIM MAZZO, president, Abbott Medical Optics

“The go-to guide on culture change with proven, practical ideas for leaders looking to accelerate change, strengthen their teams, and achieve success.”

—LAURIE ANN GOLDMAN, CEO, Spanx

“A great read with practical pointers and relevant industry examples of application and impact. Notable takeaway: all behavior is rewarded.”

—DAVID P. HOLVECK, president and CEO, Endo Pharmaceuticals

“*Change the Culture, Change the Game* is the definitive guide on culture change and offers a powerful yet practical approach to changing your organization’s culture and achieving your results.”

—TIMOTHY VIG, president, USKH, Inc.

“Every book in the Oz series just keeps getting better. *Change the Culture, Change the Game* provides pertinent real-life examples about how companies have implemented the culture change necessary to achieving their desired results. The book is filled with case studies that illustrate how to do it, providing a clear road map for implementation. A great read that will convince the naysayers who exist in every company that culture change is not an option, it is a necessity; and mastering that process of change will bring competitive advantage.”

—WILLIAM A. BRIZEE, president and CEO, Architects Hawaii

“*Change the Culture, Change the Game* provides leaders with a clear and intuitive step-by-step guide to understanding and shaping your corporate culture, the critical component of every organization’s formula for success.”

—LOUIS J. WOOLF, president, Hebrew Senior Life



“Connors and Smith have once again shown us a proven and effective way to align around and achieve key corporate results! A great read for every executive interested in building a strong culture that maximizes results.”

—JOE H. HOHNER, senior vice president, chief of staff, and chief information officer,  
Blue Cross Blue Shield of Michigan

“*Change the Culture, Change the Game* is a priceless must-read for any experienced or aspiring leader. There is no better guide on how to leverage your organizational culture and make a giant leap in performance. This is a pragmatic and practical approach that will make a real and lasting difference in any organization.”

—KELLI VALADE, chief operating officer, Chilli's Grill & Bar

“*Change the Culture, Change the Game* gets right to the heart of what it takes for organizations to succeed and provides an invaluable guide to safely navigating the economic turbulence of our time. Building on the foundational concepts of their earlier works, Roger Connors and Tom Smith provide a pragmatic and reassuring framework to assist leaders in developing a culture that is both results-producing and sustainable.”

—MARTIN C. LOWERY, chief learning officer, Apollo Group, Inc.

“You've cut the costs, optimized the process, and taken other steps toward improvement, yet the desired results remain elusive or hard to sustain. Connors and Smith make a compelling case that the reason is staring leaders right in the face: it's the culture. This well-structured book focuses on hard realities and practical applications. It isn't a soft, 'let's all play nice in the sandbox' look at organizational behavior. Rather, it provides culture management tools you can put to positive work in your company today.”

—CHRISTOPHER FAWCETT, vice president, general manager, Sony Electronics Inc.

“Every experienced leader knows that having the right organizational culture is crucial to his or her success. That fact makes this book required reading for anyone in leadership and everyone who is aspiring to become a leader. *Change the Culture, Change the Game* provides the best approach that I have seen on how to engage people to get sustained behavior change and results.”

—MELISSA STRAIT, senior vice president, HR, Training and Development,  
Arby's Restaurant Group

“This book provides an amazingly simple yet powerful methodology for building a motivated organization that is focused on getting results—an essential priority for every organization in today's tough competitive environment. Convincingly, the authors back up their assertions with compelling examples that support their claim: change the culture and you change the game!”

—STUART MAGLOFF, vice president, Planning and Supply Chain Systems Strategy,  
MD&D Supply Chain, Ortho Clinical Diagnostics, Inc.

“After working with the concepts in *Change the Culture, Change the Game*, I believe that no other approach to culture change is as powerful in its simplicity and effective in its application. Every leader who is serious about culture change should read this book.”

—JEFFREY GERSTEL, senior vice president, Dress Barn

“Everyone knows that you have to plan in order to succeed. Unfortunately, many leaders do not adequately plan on managing their culture—perhaps the single most consistent factor of success for most organizations. *Change the Culture, Change the Game* provides the most complete and practical blueprint any leader can use to ensure that their organizational culture is working for them and is producing the results they need.”

—LYNN TAKAKI, vice president, Human Resources, Precor Incorporated

“At the end of the day, being successful in business is about getting results, and managing the organization’s culture is key to getting this done. *Change the Culture, Change the Game* provides leaders with the key ingredients and the practical tools necessary for creating a Culture of Accountability, where people are engaged, in a very personal way, in ensuring that the organization succeeds and desired results are delivered.”

—BERRY CARPENTER, director, Talent and Leadership Development,  
PETCO Animal Supplies, Inc.

“A vital addition to every library on leadership and organizational performance with powerful tips on every page to transform your organization into one that consistently achieves its key results. It’s rare to find a book that contains a step-by-step approach to ensuring personal and organizational success; this is that book!”

—WAYNE A. SHARRAH, managing director, Esurance

“There are myriad methodologies in the literature on change, but Connors and Smith provide what I believe to be the best framework ever presented in a leadership book on how to accelerate culture change. They reveal the ‘missing’ pieces that are the essential differentiators between success and failure of any change effort. *Change the Culture, Change the Game* is the most practical approach to leadership I have ever read.”

—SALLY TURNER, director, Patient Centered Care, Aurora Health Care

“*Change the Culture, Change the Game* provides practical guidelines and techniques, which serve as an actual organizational road map to greater accountability. The premise of the book is unarguable: follow the accountability path and results are guaranteed!”

—SUSAN LEVINE, executive director, Hospice of the Valley

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## Introduction

**THOSE OF YOU WHO** are familiar with our previous books and know our work on accountability already appreciate the fact that we, along with our ever-growing list of clients, are die-hard believers in the impact that greater individual and organizational accountability has on both business results and company morale. Accountability produces amazing results, and our books, based on over twenty years of our own experience consulting for and training leaders in the top companies in the world, document the fact that greater accountability can and does lead to game-changing results.

Unfortunately, in many organizations, accountability has become something that happens to you when things go wrong. That kind of accountability never works. However, real accountability, achieved through a proven step-by-step process, makes things go right. It will assist you in your quest to achieve organizational results. Far from being a punishment for missteps and failures, it is a powerful, positive, and enabling principle that forms the very foundation on which you can build both individual and organizational success. It is not an option; it is not a fad; it is a basic requirement in today's complex and fast-changing business environment. The way we hold one another accountable defines the very nature of our working relationships: how we interact, what we expect of one another, how we "do things around here."

Creating an organizational culture where people embrace their

accountability toward one another and toward the organization should occupy center stage in any effort to create successful organizational change. Without accountability, the change process breaks down quickly. When it does, people externalize the need to change, resist initiatives designed to move them forward, and even sabotage efforts to transform the organization. With accountability, people at every level of the organization embrace their role in facilitating the change and demonstrate the ownership needed for making true progress, both for themselves and their organization.

Our experience proves that accountability, done the right way, produces greater transparency and openness, enhanced teamwork and trust, effective communication and dialogue, thorough execution and follow-through, sharper clarity, and a tighter focus on results. Accountability should be the strongest thread that runs through the complex fabric of any organization. It is the single biggest issue confronting organizations today, particularly those engaged in enterprise-wide change efforts. At the end of the day, greater accountability produces greater results. And when you build a Culture of Accountability, you create an organization filled with people who can and will get game-changing results.

You may have read our previous bestselling book on accountability and culture change, *Journey to the Emerald City: Achieve a Competitive Edge by Creating a Culture of Accountability*. In that book, we addressed the subject of using greater accountability to accelerate culture change in support of desired organizational results. Since the publication of that book and after many years of intensive work with clients, we have learned a great deal more about how to use accountability to speed up culture change. Our clients' ownership of the Culture of Accountability Process has been beyond compare. Many of them have taken the process to the next level as they have applied our methods, innovated, and passionately pursued changing the culture in their own organizations.

We have felt compelled to share this learning and promote the best practices associated with creating a Culture of Accountability. To accomplish that, we have not merely revised *Journey to the Emerald City*, but have thoroughly rewritten and updated the book. While

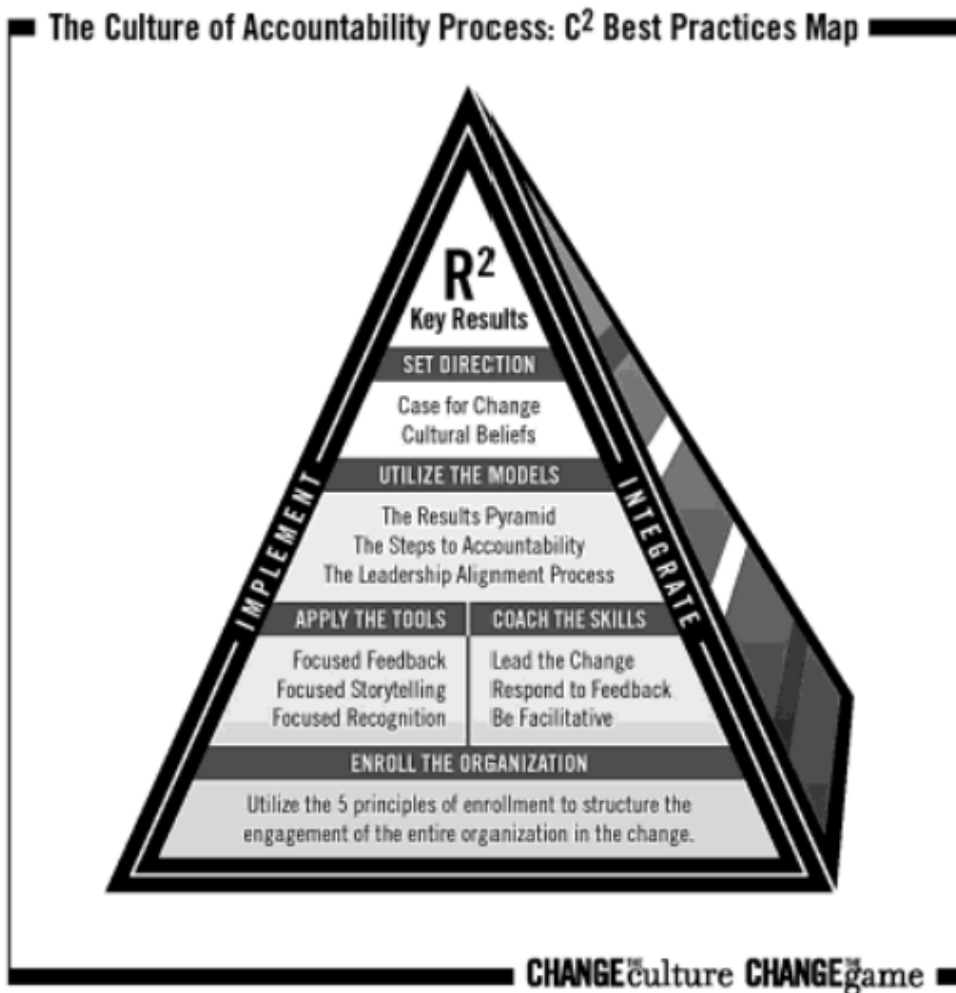
we still use many of the models that first appeared in *Journey to the Emerald City*, we have added to them and have surrounded them with fresh insights, deeper understandings, and brand-new client stories. Consequently, we think you will see even more clearly how the accountability best practices can produce game-changing results for you and your organization. Perhaps even more important, we hope this new book helps you sharpen your expertise, leadership capability, and proficiency to *accelerate* organizational culture change.

As in our other books, we have filled *Change the Culture, Change the Game* with real client examples that bring all the principles to life. Whenever we can, we refer to the company by name. However, some clients understandably prefer to remain anonymous. Because we highly value our relationship with those clients, we honor their wishes by presenting a few anonymous cases in which we have disguised the client's identity with a fictitious name set off in quotation marks, like "CorpAnon." Rest assured, however, that in those instances, you are still reading a true story with only the names changed to ensure confidentiality.

Throughout the book, we will show you the best practices associated with creating the C<sup>2</sup> culture, including B<sup>2</sup> beliefs, R<sup>2</sup> results, and a whole array of culture-management models, tools, and skills. When it comes to culture change, as with most things in life, experience truly is the best teacher, and our hard-won experience over the past twenty years has taught us a lot about what works and what does not work. The diagram on page 4 brings together all of the pieces presented in *Change the Culture, Change the Game*. The C<sup>2</sup> Best Practices Map offers an overview and summary of the best practices you will need to accelerate the culture change and sustain it over time.

Our many years of experience with numerous clients, many of whom we have highlighted in this book, have convinced us that these C<sup>2</sup> best practices do work when correctly implemented and integrated into the organization. Culture has an impact on results, and the right approach to culture change accelerates that impact in a way that brings *game-changing* results.

*Change the Culture, Change the Game* describes the Culture Track component of our comprehensive Three-Track approach to creating



greater accountability for results. When you base culture change on accountability and adopt a process designed to produce your desired results, you not only create a competitive advantage, you gain the tools you need to sustain that advantage far into the future. The pages ahead will show you exactly how to do it.

Let the journey begin!



## PART ONE

# Implement the Results Pyramid to Change the Culture

Part One of *Change the Culture, Change the Game* shows you how to use the Results Pyramid to accelerate the change in culture you need to achieve your key organizational results. We will show you how to implement both the top and bottom of the Results Pyramid to create a Culture of Accountability. In the pages ahead, you will also read numerous client stories and examples of successful best practices around each level of the Pyramid: Results, Actions, Beliefs, and Experiences. We feel confident that you will soon agree with our basic premise that a Culture of Accountability produces game-changing results.

never seen before: The company actually took what I directed them to do and ended up consuming cash!”

It was beginning to look as if Alaris deserved the reputation it had earned on Wall Street: a company with good ideas but unable to execute. Dave began to spend an inordinate amount of time on the details as he worked to improve execution, leaving him precious little time to run the business. Despite his initial efforts to turn things around, the company continued to head toward bankruptcy. As 20 percent losses piled up month after month, Dave began to despair. Why was everything still heading in the wrong direction? He felt trapped in an irreversible downward cycle that was becoming graver by the minute and appeared almost impossible to reverse.

One day, while walking back from a lunch picnic at the park next door to the corporate offices, he fell into a conversation about the company’s predicament with a manager in Marketing. As they walked, the conversation turned to the people who were making things happen, in spite of the performance of the company. Yes, a lot of go-to people still worked for them. At that very moment, Dave had an epiphany: Imagine how catastrophic things would be if Alaris lacked such talent, and how successful they could be if everyone in the company were a go-to person. He began to consider whether they might even reverse the dangerous downward spiral in which they seemed trapped. Mulling over the conversation with the marketing manager, he reached an inescapable conclusion: To improve performance, Alaris needed a new culture, one that consistently produced go-to people.

He had known all along that the organizational culture was an issue, but only now was he beginning to appreciate the impact of current behaviors and attitudes on Alaris’s results. Now he more fully recognized the price the company was paying when people avoided taking risks and altogether shrank from any high-visibility opportunity for fear of being sacrificed when things went wrong—which everyone knew they almost assuredly would! What was the cost to the organization of heavily punishing failure and prohibiting people from having fun while they worked? What was the senior management team missing when the most eager staff members avoided

opportunities to be exposed to upper management, because such exposure was always a negative experience? The situation had grown dire, a fact Dave recognized now more than ever.

The Alaris culture had fostered a mentality of survival; people worried more about protecting themselves than getting the results the company needed. When Dave decided he needed help with the problem, he began to read as many books as he could find on the subject of culture change. Every weekend his wife would find him walking about the house with his nose buried in a book on culture. Shaking her head incredulously, she would ask, “What are you doing, Dave?” Not lifting his eyes from the latest tome, he’d mutter, “Reading another culture book.” Dave later observed, “The way these culture books were written was always, ‘Here is the way it was and here is the way it is now, and look at what a big change in performance occurred.’ But they never explained how to do it.” When he began reading *Journey to the Emerald City*, the predecessor to *Change the Culture, Change the Game*, he finally found what he was looking for: “This culture book was different than all the others, because it showed me what to do.” After Dave finished reading the book, he invited us onto the scene to help him implement our culture change methodologies to transform the Alaris culture so that it produced go-to people and teams that could execute the strategy and change the performance of the organization.

At that point, Dave made a conscious decision to stop focusing on financial performance. The company had racked up thirty consecutive months of losses, and he knew that similar financial results would no doubt continue for the foreseeable future. For the last eighteen months, he had been focusing on changing the financial performance of the company, a process he knew like the back of his hand, but it hadn’t made any difference. “In fact,” he said, “it was getting worse, and I was getting frustrated. I thought, why frustrate myself?” Instead of getting frustrated, Dave chose to concentrate his efforts on changing the culture, something that was new to him as a manager and leader, something that was clearly missing from the Alaris management team’s focus.