



ACLC CULTURE SHAPING WORKSHEET

Codifying the Aspirational or Espoused Culture

Describe the **ideal culture** for your organization based on its purpose, core values, or guiding principles:

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Detering the Culture in Practice

Based on your reflections, discussion with teammates, and review of the team's or organization's website, describe your team's or organization's **current culture** (what does it value or find important) using bullets:

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Gap Analysis Between Ideal (Espoused) Culture and the in-Practice Culture

Compare your ideal team or organization culture to your actual or in-practice culture and **identify any gaps**:

Gap 1:

Gap 2:

Gap 3:



Next identify **key behaviors** and **mindsets** needed to close each of the gaps:

Key Behaviors and corresponding mindsets to **close Gap 1**:

Key Behavior 1: _____ Corresponding Mindset: _____

Key Behavior 2: _____ Corresponding Mindset: _____

Key Behaviors and corresponding mindsets to **close Gap 2**:

Key Behavior 1: _____ Corresponding Mindset: _____

Key Behavior 2: _____ Corresponding Mindset: _____

Key Behaviors and corresponding mindsets to **close Gap 3**:

Key Behavior 1: _____ Corresponding Mindset: _____

Key Behavior 2: _____ Corresponding Mindset: _____

Selecting the Most Important Gap to Close: Review the gaps in culture listed above, determine which gap, if closed, would have the greatest potential impact on improving your team’s or organization’s performance, quality of teamwork, and enhancing a safe, learning environment.

Most Important Gap to Close: _____

Shaping the Desired Culture

Below list the two **most important behaviors** to close the most important gap within your team’s or organization’s culture as well as list indicators or metrics to measure progress of shaping the new behaviors.

Behavior #1:

Indictors or metrics:

Behavior #2:

Indicators or metrics:



APPLYING TOOLS TO SHAPE YOUR DESIRED CULTURE

Select one of the two important behaviors and apply all applicable **tools to shape a culture** to create an action plan to shape and embed this important behavior into your team's culture to make it more competitive. The more tools you use, the greater the probability of shaping the behavior and persuading people this is the right way to behave.

Behavior 1: _____

Primary Culture Shaping Tools

What leaders (formal and informal) measure, pay attention to, and react to?

List below suggested leader actions on what they should measure, pay attention to, and/or react to increase the frequency of this important behavior:

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How leaders allocate resources?

List below suggested leader actions regarding allocating resources to reinforce the importance of this behavior:

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How leaders (formal and informal) role model, engage, coach, and teach?

List below suggested ways leaders can role model, engage, coach, and/or teach this important behavior to include strategies for leaders to persuade members this is the right way to behave:

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How leaders allocate reward and status?

List below suggested leader actions regarding rewarding or providing status to people who engage in this important behavior:

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How leaders recruit, select, promote, and fire?

List below suggested leader actions regarding recruiting, selecting, promoting, and firing people to reinforce the importance of this behavior:

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How leaders react during a crisis?

List below suggested leader actions during a crisis to reinforce the importance of this behavior:

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Secondary Tools (Use all that are applicable)

Team's / organization's design and structure

List below suggested changes to the team's / organization's design and/or structure to increase the frequency of this important behavior:

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Team's / organization's policies, procedures, practices, processes, and systems (P4S2s)

List below suggested changes leaders should make to the team's / organization's P4S2s to increase the frequency of this important behavior:

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Formal statements of philosophy (e.g., leadership philosophy) and creed

List below suggested actions leaders can take to leverage formal philosophy statements and creeds to reinforce the importance of this critical behavior:

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Rites, rituals, and stories

List below suggestions on how leaders can use rites, rituals, and stories to reinforce the importance of this important behavior:

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Design of physical space, facades, and buildings

List suggested leader actions to leverage physical space, walls, and/or buildings to increase the frequency of this important behavior:

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Now, repeat the same process of applying the culture shaping tools to the second most important behavior to move your team towards its ideal culture.

Behavior 2: _____

Primary Culture Shaping Tools

What leaders (formal and informal) measure, pay attention to, and react to?

List below suggested leader actions on what they should measure, pay attention to, and/or react to increase the frequency of this important behavior:

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-

How leaders allocate resources?

List below suggested leader actions regarding allocating resources to reinforce the importance of this behavior:

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How leaders (formal and informal) role model, engage, coach, and teach?

List below suggested ways leaders can role model, engage, coach, and/or teach this important behavior to include strategies for leaders to persuade members this is the right way to behave:

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List below suggested leader actions during a crisis to reinforce the importance of this behavior:

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Secondary Culture Shaping Tools (Use all that are applicable)

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