



Finding business relevance in IT. Our Expertise.

**Cultural Changes in
Latin America**

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Leading Change

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Ten Rules for Successful Cultural Change

- 1) Focus on the Vision
- 2) Diagnosis is Key
- 3) Obtain and Nurture Sponsorship
- 4) Culture Change is Not an Isolated Effort
- 5) Create Demand for Culture Change
- 6) Support your Employees
- 7) Incorporate Quick Wins
- 8) Encourage Open Communication
- 9) Make Culture Change Measurable
- 10) Be Persistent

Ten Rules for Successful Cultural Change

1) Focus on the Vision

- Define the vision and articulate it; ensure it is shared at every level of the organization.
- Understand how people's behavior will have to change to fulfill the vision.
- Be clear why you want to change the culture and what business benefits you will realize.

2) Diagnosis is Key

- Know where your change begins and where it is heading.
- Identify gaps between the current culture and the desired culture.
- Use symbols, images, and stories to illustrate and explore these gaps.

3) Create Demand for Culture Change

- Explain the business context and rationale for changing the culture.
- Create dissatisfaction with the status quo and a sense of urgency for change.
- Use the best people---at all levels, from all functions---as catalysts for culture change.



Ten Rules for Successful Cultural Change

4) Obtain and Nurture Sponsorship

- Ensure the most senior executives have the courage and understanding to sponsor the culture change.
- Encourage senior management to lead by example, and to release their key staff to work on culture change initiatives.
- Gain the active commitment of the senior management team.

5) Culture Change is Not an Isolated Effort

- Design the organization, processes, Human Resource policies, and IT systems to support the desired culture.
- Adopt a holistic approach. Avoid piecemeal projects and “death by 1000 initiatives.”
- Recognize that the organization’s culture will be influenced by trends in the wider business environment.



Ten Rules for Successful Cultural Change

6) Support your Employees

- Successful change is not done to people, but through them.
- The challenge is to convince people what they stand to gain while recognizing what they perceive they will lose.
- Set new norms of behavior and managing performance. Reward the new heroes to encourage the dissenters.
- Recognize that people experience change personally; counseling and coaching may be required.

7) Incorporate Quick Wins

- Demonstrate benefits early in the project.
- Change tangible symbols to support the emerging culture.
- Involve new culture converts as change agents for the next phases of activity.



Ten Rules for Successful Cultural Change

8) Encourage Open Communication

- Communication is a two way thing; it involves listening and responding.
- Ensure that people understand why change is required and how they can contribute to it.
- Build accessible communication channels to support the new culture.
- Communicate frequently, addressing the “why,” “what,” and “how.”

9) Make Culture Change Measurable

- Set realistic objectives and performance indicators. If you can't measure it, you can't manage it.
- Remember that not all measurements are statistical.
- Review and communicate progress regularly.
- Celebrate success.



Ten Rules for Successful Cultural Change

10) Be Persistent

- Show resilience; remember that “all change seems like a mistake in the middle.”
- Changing culture takes time. It is an evolutionary process with no definite end point.
- Ensure that the length of the journey is understood and that there is commitment to complete it.





About CIO Eureka!

A Chicago-based IT Executive Consulting firm with demonstrated success developing value to our clients. Our philosophy focuses on:

- (1) Being a business leadership firm with expertise in IT.
- (2) Open and transparent communication to explain complex IT challenges in simple business terms.
- (3) Shared values and an unwavering commitment to quality.

We work with our clients to add value by taking genuine ownership of IT related problems and delivering robust recommendations. We provide them with seasoned and hands-on CIO expertise designing and executing the most relevant IT strategy. Bottom line, we deliver business-relevant value!



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Specializes in IT strategy and management,
transforming the business model, IT innovation and
running IT like a business

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