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Exercise List

Module #1: From Accountability to Ownership—Rewiring your Organization for a Culture of Ownership

Toolkit Exercise #1-1: The Accountability-Ownership Continuum

Toolkit Exercise #1-2: The Attitude Bell Curve

Toolkit Exercise #1-3: The Culture Assessment Survey

Toolkit Exercise #1-4: Transforming Your Vision of the Ideal Culture Into a Memory of the Future

Module #2: The Invisible Architecture of Your Organization

Exercise #2-1: Use the Invisible Architecture Schematic to begin the blueprinting process

Toolkit Exercise 2-2: Diagram the Invisible Architecture of role models and competitors

Module #3: The Foundation of Core Values

Toolkit Exercise #3-1: Write a values definitional statement

Toolkit Exercise #3-2: Clarify the functional parameters of your statement of values

Toolkit Exercise #3-3: Specify the operational and societal relevance of your statement of values

Important! Avoid the ultimate sin of boilerplate (or “boringplate”)

Toolkit Exercise #3-4: Do a Values Reality Check

Toolkit Exercise #3-5: Conduct a three-minute values clarification drill

Toolkit Exercise #3-6: Apply the Values è Behaviors è Outcomes Continuum Test

Toolkit Exercise #3-7: Help people make values-based choices

Toolkit Exercise #3-8: Help people correlate their personal values with the values of the organization

Toolkit Exercise #3-9: Establish expectations for attitudes and behaviors

Toolkit Exercise #3-10: Expect people to learn the values of the organization—by heart



Module #4: The Superstructure of Corporate Culture

Toolkit Exercise #4-1: Rate your organization on the eight essential characteristics of a culture of ownership

Essential Lessons for Cultural Transformation

Toolkit Exercise #4-2: Diagram Your Culture Plan with the Culture Mapping Schematic Tool

Toolkit Exercise #4-3: Do the 6-word culture clarification exercise

Toolkit Exercise #4-4: Recognize that culture is like a patchwork quilt

Toolkit Exercise #4-5: Know and tell your Big Story and the little stories that give it life

Toolkit Exercise #4-6: Reinforce culture with rituals

Toolkit Exercise #4-7: Utilize the power of symbols

Toolkit Exercise #4-8: Celebrate successes and good faith failures

Toolkit Exercise #4-9: Mind (and mend) the physical environment

Toolkit Exercise #4-10: Conduct a Metaphorical Move-In

Toolkit Exercise #4-11: Know when to be penny-foolish and pound-wise

Module #5: Interior of Emotional Attitude

Toolkit Exercise #5-1: The Passion-Performance Matrix™

Toolkit Exercise #5-2: The Self-Empowerment Pledge™—Seven Simple Promises that Will Change Your Life and Transform Your Organization

Toolkit Exercise #5-3: Take The Pickle Challenge™:

Toolkit Exercise #5-4: Help Your People see the Lion in the Mirror

Toolkit Exercise #5-5: The Janitor in Your Attic™

Toolkit Exercise #5-6: Help people ditch emotional baggage (e-bags)

Toolkit Exercise #5-7: Foster a PUA!—Proceed Until Apprehended—attitude about taking initiative and getting things done

Toolkit Exercise #5-8: Manage your reference groups

Toolkit Exercise #5-8: Determination and Brick Walls

Toolkit Exercise #5-9: Let people play to their strengths

Toolkit Exercise #5-10: Minimize internal competition

Toolkit Exercise #5-11: Make the job description a floor, not a ceiling

Toolkit Exercise #5-12: Use management role-playing to teach critical skills

Toolkit Exercise #5-13: Don't tolerate gossip and rumor-mongering

Module #6: From Transactional to Transforming Leadership