

## PRINCIPLE 4 | Sprint from Culture Talk to Culture Change

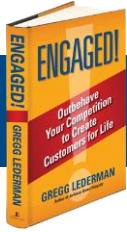
# Five Dimensions Method for Building Company-wide Basic Behaviors

## BEST PRACTICES

- Recruit a team made up of leaders from your company who are passionate about your culture and serving customers, are positively vocal, and are respected by their peers. (This team should include your senior leaders as well as adequate representation across departments and roles within your company.)
- Review your company's existing strategic materials (core values, performance indicators, or other brand messaging) for key words, phrases, or concepts that should be included in the behaviors.
- Don't worry about exact wording when brainstorming behavior ideas—it's most important to pick the behaviors that you want to do consistently in the future.
- Be as specific as possible and avoid "double-barreled" behaviors. (Make sure that behaviors only represent one idea, e.g., "Be respectful when interacting with customers" rather than "Be respectful and ask follow-up questions when interacting with customers.")

## EXERCISE STEPS

1. Review the Five Dimensions of Brand Integrity descriptions and behavioral indicators (see below).
2. Choose the most important indicators from the Brand Integrity Basics for your company. Pick the "best fit" ones that are important to do consistently in the future.
3. Draft additional behaviors and/or customize the Brand Integrity Basics.
  - To help you create additional behavior ideas, think about the most and least engaged employees that you work with. Ask yourself (or your team) the following thought-provoking questions:
    - > What does the most engaged employee do? (Try to be as specific as possible and document the action in a way that everyone in the company could do it.)
    - > What does the least engaged employee do or not do? (Take the opposite of the action and craft a specific, desirable, behavior.)
  - Consider incorporating key words, phrases, and concepts from your company's existing strategic materials.
4. Once you have a healthy list, vote on the top Company-wide Basic behaviors for your company using the following criteria:
  - Everyone can and should do it. (Remember, these are Company-wide, "everyone" Behaviors.)
  - You can see whether or not others in your work area are doing the behavior. (It should be assessable—measurable—so it can be objectively reinforced.)
  - It must be intuitive, simple, and easy for everyone to understand.



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### FIVE DIMENSIONS OF BRAND INTEGRITY

- Culture & Team
- Operational Strength
- Lead by Example
- Products, Knowledge & Expertise
- Customer Service

Below is a brief description of what each of the five dimensions means inside a company and behavioral indicators to use when building a set of clear, concise Company-wide Basic Behaviors for your company. Some of them may work perfectly for your company, some may set direction for the type of behavior you need.

### Brand Integrity Basics

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#### CULTURE AND TEAM

*Working together to achieve results; collaborating across departments to create a positive, rewarding, trustworthy, and productive work culture; effectively communicating; recognizing and sharing success*

1. Support one another in accomplishing their work.
2. Take time to listen to and understand each other.
3. Take the time to appreciate and acknowledge the contributions of others.
4. Demonstrate the culture, values, and mission of the company.

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#### OPERATIONAL STRENGTH

*Striving to continuously improve quality and efficiency; simplifying and streamlining processes through systems and technology; demonstrating commitment to implementing initiatives; motivating self and others to protect resources and get work done more productively*

5. Follow established processes and procedures.
6. Adapt well to changes in the work environment.
7. Get things done in the most efficient manner.

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### LEAD BY EXAMPLE

*Demonstrating personal accountability and a focus on success at all levels of the company; clearly communicating expectations and being accountable for results; taking ownership of challenges and solutions and seeing them through to resolution*

8. Speak positively about our company and our coworkers.
9. Take initiative when needed.
10. Do what we say we will do.
11. Speak respectfully and honestly with each other.
12. Hold important conversations when needed.

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### PRODUCTS, KNOWLEDGE, AND EXPERTISE

*Sharing knowledge and expertise throughout the company and with customers; fostering and encouraging development of skills and intellectual curiosity; being creative and innovative to improve product and service offerings*

13. Share products and service information that helps employees serve customers.
14. Contribute new ideas that strengthen our ability to serve our customers.
15. Support new ideas and initiatives.

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### CUSTOMER SERVICE

*Delivering a consistent, customer-focused experience; listening and understanding customers; building relationships*

16. Effectively handle customer service challenges.
17. Follow up to ensure issues are addressed.
18. Demonstrate compassion and empathy with customers.
19. Ask questions and listen effectively to customers to ensure understanding.
20. Take action based on the wants and needs of customers.
21. Interact with customers in a warm and welcoming way.
22. Identify and pursue opportunities to exceed customer expectations.