

Five design principles for cultural change

Design principles

Meaning for cultural change

The What and How principle: Integrated

Address not only the “what”, e.g. the business or technical content, but also the “how”, e.g. the emotional aspect of change – ideally together

The Why principle: Meaningful

Shape the change with meaning for the protagonists; align your own actions with meaning

The Penguin principle: Constructive

Value things in the past; proceed constructively and solution-oriented; strengthen excellence

The Ikea principle: Participative

Let the protagonists participate; involve them in the process and in most interventions

The Mobile principle: Systemic

Respect different perceptions; consider connections and dependence between protagonists and operations