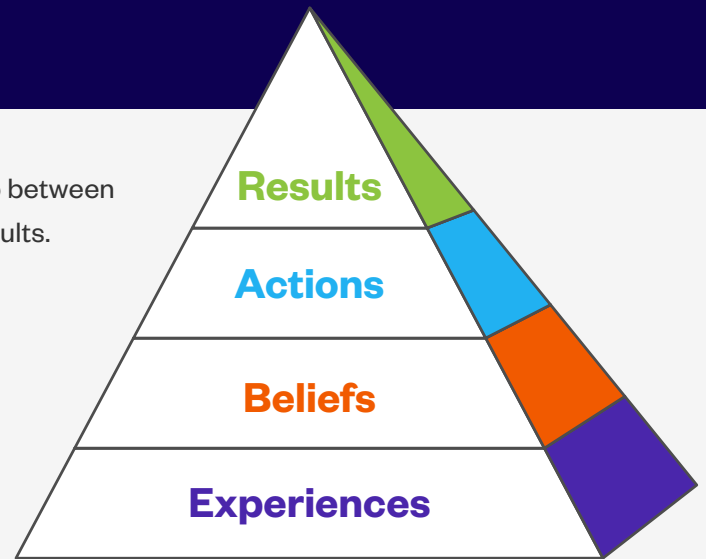


The Results Pyramid[®]

At its simplest level, the model describes the relationship between organizational culture (how people think and act) and results.

The pyramid illustrates the learning that a person's experiences shape their beliefs. Their beliefs drive their actions, which in turn, create results. While many organizations start with attempting to change employee actions, without an understanding of the beliefs and experiences that influence those actions, results can be widely varied.



SPECIFICALLY, EACH LAYER OF THE PYRAMID IS IMPORTANT TO UNDERSTAND:

Experiences – experiences are the foundational layer of The Results Pyramid. Everything that happens to us in life is an experience. Our experiences shape who we are, and help to shape our beliefs about an organization and each individual.

Beliefs – beliefs are founded based on the perception of our experiences. Every experience we have leads us to a belief, either about ourselves or about the world around us. When we apply this to organizational culture, it's easy to see the role beliefs play for employees. When they have positive experiences, they develop positive beliefs about their roles and the organization as a whole. Too many negative experiences, and beliefs can be impermeable, which creates a substantial amount of inertia, and can make change management efforts almost impossible.

Actions – actions can follow from beliefs. Inside organizations, every employee has a set of beliefs about how things get done, and will often alter their actions to align to such beliefs. If a department is thought to be a roadblock, employees will often avoid that department even when told not to. Beliefs can predict our actions, and actions are the best way to measure the effectiveness of your culture, as they provide an indicator of whether or not employees have internalized your organization's values and goals.

Results – Every action, in turn, leads to a result. Staying late might mean that a specific project is finished more quickly. Sending an email to a client might mean that they get an answer to your question. Not filling out an expense report might mean that you don't get reimbursed.

No matter what outcomes you are targeting, you must work backward from the result you want to the experiences you need to create in order to achieve that result. This is the most efficient way to shift your culture.