Corporate Culture Change Committee Champions (C5)
Roadmap (Draft) Goals

"The future is not some place we are going to, but one we are creating. The paths to it are not found but made,
and the activity of making them changes both the maker and destination."
- John Schaar

Organizational Name TBA – OCI Cultural Change Goals

Current Stage of Organizational Consciousness: Between Compliance and Non-Responsive (Bottom 51 – 67%)
Goal: to move towards efficiency and strategically proactive (Top 68% or Higher)

Goal # 1: Increase Achievement-based - **Current Culture 34%**
    September 2026 Goal: 50% or Higher   September 2027 Goal: 65% or Higher

Goal # 2: Increase Self-Actualized-based - **Current Culture 25%**
    September 2026 Goal: 55% or Higher   September 2027 Goal: 65% or Higher

Goal # 3: Increase Affiliative-based - **Current Culture 30%**
    September 2026 Goal: 55% or Higher   September 2027 Goal: 65% or Higher

Goal # 4: Decrease Avoidance-based - **Current Culture 77%**
    September 2026 Goal: 50% or Lower   September 2027 Goal: 35% or Lower

Goal # 5: Decrease Oppositional-based - **Current Culture 58%**
    September 2026 Goal: 45% or Lower   September 2027 Goal: 35% or Lower

Cultural Change Focus Areas

The committee will focus on helping to advance;
- Increased **achievement**-based thinking… pursuing results and high standards of excellence within work
- Increased **self-actualization**-based thinking… values and beliefs alignment, quality, pride, clear priorities
- Increased **humanistic and affiliative**-based thinking… for more alignment and collaboration
- Decreased **Avoidance**-based thinking… for more resolutions, risk taking and positive recognition
- Decreased **Oppositional**-based thinking… for more trust, empowerment, autonomy and motivation

Month One: Cultural Change Goals & Priorities

	Focus Area	Goal / Objective	Lead / Support	Deadline	OCI Focus	Status
1	*Review OCI Culture Assessment with the Culture Change Committee*	*To solidify common understanding on cultural norms (strengths and weaknesses)*	*Frank + C5*	*TBA*	*Self-Actualization*	*Complete*
2	*Review OCI Culture Assessment Solidify Cultural Change Goals*	*To secure goal alignment with the leadership team*	*Frank + CEO and Sr Leadership*	*TBA*	*Self-Actualization + Achievement*	*In Progress*
3	*Communication Messaging - 1*	*To solidify a case for cultural change (why), goals and prepare communication to staff*	*CEO + Senior Leadership*	*TBA*	*Self-Actualization*	
4	*Communication Messaging - 2*	*To solidify and deliver an official launch of the process including case for change, high level goals, roadmap and discussing shared expectations for engagement/ change*	*CEO + Senior Leadership*	*TBA*		
5	*Cultural Change Roadmap*	*To set cultural change goals and meeting dates on a roadmap for a three-month term*	*C5*	*TBA*	*Achieve*	
6	*Wisdom of the Crowd # 1 OCI Culture Lay-Survey*	*Surveys staff on how they feel about the working culture.*	*C5*	*TBA*	*Achieve*	
7	*Staff Appreciation*	*Sr. leadership to relate with people more, see them in the human aspect – send thank you cards (or other gesture)*	*Senior Leadership*	*TBA*	*Affiliate*	
8	*Goal Alignment – Part I*	*Better alignment on common and understanding goals and priority setting for client service excellence – links with staff.*	*Senior Leadership*	*TBA*	*Achieve Oppositional Avoidance*	
9	*Problem Solving Priorities – Continuous Improvement*	*Identify and collectively work to advance and solve top problems impacting the firm to help everyone become more achievement-based.*	*Senior Leadership + C5*	*TBA*	*Achieve Achievement*	

Month Two: Cultural Change Goals & Priorities

	Focus Area	Goal / Objective	Lead / Support	Deadline	OCI Focus	Status
1	*Communication Messaging + OCI Culture Assessment Focus for Lawyers and all Staff*	*To clearly outline key OCI cultural behaviours and their impact on performance / problem solving.*	*Senior Leadership + C5*	*TBA*	*Self-Actualization Non-Avoidance*	
2	*OCI Cultural Inventory Language Alignment*	*To solidify staffs understanding of the OCI framework and language by providing readings, video's etc.*	*C5*	*TBA*	*Self-Actualization*	
3	*Client Awareness – What's a Win for the Client*	*Understanding what's important to them – how do we deliver for them. Role clarity / design re: contribution.*	*Senior Leadership*	*TBA*	*Affiliative Achieve*	
4	*Understanding Cultural Gap Challenges*	*To explore and lock-in where behavioural change needs to occur within different areas of the business.*	*C5 Co-chairs + Senior Leadership*	*TBA*	*Self-Actualization*	
5	*Listening for Cultural Norms Wisdom of the Crowd # 2*	*To see how normative behaviour is or is not playing out in day-to-day operations via initiating a staff survey, summarize findings and recommend key actions to management.*	*C5*	*TBA*	*Self-Actualization Affiliative*	
6	*Goal Alignment – Part II*	*Developing accountability metrics*	*Senior Leadership*	*TBA*	*Achievement*	
7	*Alignment within Relationships*	*To better understand generational differences so we can relate more effectively with each other as we strive to be productive, work out processes and serve the client.*	*C5*	*TBA*	*Affiliative Avoidance Oppositional*	
8	*Blue Zone Days*	*To explore how the OCI Achievement-based norms are playing out within the organization. Identify what is solid and where there are critical gaps*	*C5*	*TBA*	*Achievement Humanistic Non-Avoidance*	

Month Three: Cultural Change Goals & Priorities

	Focus Area	Goal / Objective	Lead / Support	Deadline	OCI Focus	Status
1	*Formalizing process for when a problem occurs (that stinks, how can we fix it and move forward)*	*Explore when and why we become oppositional, how to get better resolution + set-up accountability within job design*	*Senior Leadership*	*TBA*	*Oppositional Self-Actualization*	
2	*Communication Messaging*		*C5 Co-chairs*	*TBA*	*Self-Actualization*	
3	*OCI Behavioural Focus within Day-to-Day Operations*	*To select and focus on 3-4 achievement, self-actualized and affiliative-based behaviours to work on.*	*Senior Leadership*	*TBA*	*Constructive*	
4	*OCI Behavioural Focus within Day-to-Day Operations*	*To select and focus on 3-4 avoidance and oppositional-based behaviours to work on.*	*C5 + Senior Leadership*	*TBA*	*Non Defensive*	
5	*Systems Analysis Impacting Cultural Norms*	*To explore a systems-based analysis and to identification of key levers for change.*	*C5 + Senior Leadership*	*TBA*	*Self-Actualization Achievement*	
6	*Solidify Job Design*	*Align on job design, roles and responsibilities, interdependency and autonomy*	*Senior Leadership*	*TBA*	*Self-Actualization Affiliative*	
7	*Listening for Cultural Norms Wisdom of the Crowd # 2*	*To capture success stories where short-term win and change is occurring.*	*C5*	*TBA*	*Self-Actualization Achievement*	
8	*Leadership Day*	*To pull together all staff for a half-day mini-leadership professional development gathering*	*C5*	*TBA*	*Self-Actualization Humanistic*	