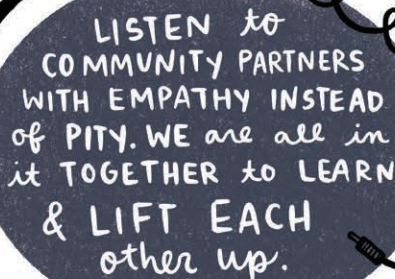WHAT QUALITIES DEFINE an ORGANIZATIONAL CULTURE that SEES MISTAKES as an INTEGRAL PART of LEARNING and GROWTH?

FOCUS on LEARNING from CHALLENGES INSTEAD of HARPING on the FACT that it HAPPENED.

FRAMING failure STORIES as SUCCESSES in TERMS of LEARNING would MEAN we'd be MORE LIKELY to PRESENT new ideas & PILOT their PERFECTIONISM does not SUPPORT a GROWTH MINDSET.

LISTEN to COMMUNITY PARTNERS WITH EMPATHY INSTEAD of PITY. WE are all in it TOGETHER to LEARN & LIFT EACH other up.

ADMIT MISTAKES OPENLY, DISCUSS what HAPPENED without DEFENSIVENESS or SHAME & WORK COLLABORATIVELY for RESOLUTIONS to PREVENT it FROM HAPPENING AGAIN.

LEADERSHIP NEEDS TO BE OPEN to CHANGE, EVEN WHEN it REQUIRES SHIFTING STRATEGY, and CELEBRATE STUMBLING by MAKING time to REFLECT on THOSE MOMENTS.

REINFORCE PEOPLE WHEN THEY TAKE RESPONSIBILITY FOR THEIR MISTAKES. IF PEOPLE are NOT COMFORTABLE BEING HONEST with their BOSSES, EVEN THE BEST CULTURE WILL BE STYMIED.

CREATE SPACE & GRACE FOR ALL to be VULNERABLE— INCLUDING LEADERS.

TRYING to get it RIGHT the FIRST TIME can INHIBIT the POSSIBILITY of NEW PERSPECTIVES. THERE'S a RIGHT way to be WRONG: WITH CURIOSITY, CARE & BELIEF in ONESELF & OTHERS.

WHAT PREVENTS ORGANIZATIONS FROM LEVERAGING WHAT THEY HAVE LEARNED TO IMPLEMENT PRACTICAL CHANGE?

NOT HAVING A DESIGNATED PERSON OR GROUP FOCUSED ON CHANGE MANAGEMENT CAN PREVENT STAFF FROM REVERTING BACK TO BACK TO OLD WAYS OF WORKING.

SOMETIMES WE CONTINUE to COMPLAIN ABOUT an ISSUE RATHER than MOVING to the SOLUTION, THERE Can be TOO MUCH COMFORT in STICKING WITH the FAMILIAR.

WE DON'T always ARTICULATE the RATIONALE for CHANGE. WITHOUT that CONTEXT, CONFUSION & OUTRAGE ABOUND.

WHEN THERE'S A LACK of PLANNING for CHANGE, we end UP WINGING it INSTEAD of THINKING ABOUT THINGS PROGRAMMATICALLY OR SYSTEMATICALLY.

TOO MUCH FEAR & RESISTANCE to the FACT THAT IMPLEMENTING CHANGE REQUIRES CHANGING SYSTEMS.

WHEN WE CHANGE our POLICIES, SYSTEMS & ORGANIZATIONAL CULTURE all at once, WE RUN INTO CHANGE FATIGUE & HAVE to JUST ACCEPT it & KEEP GOING.

THE WORK of PRACTICING CHANGE TAKES PLACE ON MANY LEVELS & ALONG MANY TIMELINES. MOVING too QUICKLY to OPERATIONALIZE WILL SLOW DOWN IMPORTANT WORK to EMBED CHANGE.

Leadership & THE BOARD SAY ONE THING BUT DO SOMETHING ELSE When IT IS time to IMPLEMENT CHANGE.
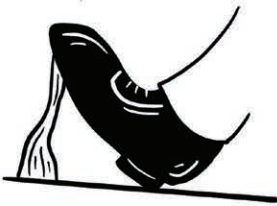
WHAT ORGANIZATIONAL SHIFTS ARE NEEDED TO FOSTER BETTER LEARNING ENVIRONMENTS?

VALUE PROCESS OVER PRODUCT, belonging OVER COMPETITION & CONSISTENT INVESTMENT IN THE ORGANIZATION'S CAPACITY for REFLECTIVE PRACTICE.

BUILD learning INTO the CORE & IN EVERY CORNER OF the ORGANIZATION, BUILD time for LEARNING & DEVELOPMENT INTO the 40-HOUR WORKWEEK.

TRUST employees to MAKE MORE DECISIONS as they RELATE to their JOBS.

LEADERS need to be MORE OPEN about WHY RISK & TRYING new things ARE OKAY, & TALK ABOUT their OWN MISSTEPS. THIS WILL LOWER STAFF ANXIETY & POTENTIALLY, INCREASE MORALE.

MANAGERS SHOULD INVITE regular, TWO-WAY FEEDBACK conversations RATHER THAN WAITING UNTIL the ANNUAL PERFORMANCE evaluation to MAKE ROOM FOR INDIVIDUAL LEARNING.

HAVE THE COURAGE to be RADICALLY CANDID about INTERNAL DYNAMICS INCLUDING where the ORGANIZATION'S ACTIONS & VALUES do not ALIGN & why it STALLS in IMPLEMENTING CHANGE.

BUILD IN GREATER ACCOUNTABILITY for IMPLEMENTATION & COMMUNICATION engagement.

LISTENING to PEOPLE FROM THE COMMUNITIES WE SERVE IS WHEN WE ACTUALLY learn. BUILD RELATIONSHIPS with GRANTEES that are NOT BASED on our NEEDS, but FOCUSED on CARE & COMPASSION FOR COMMUNITIES.

DIVERSIFY the EXPERTS you INVITE to the TABLE.

MAKE ROOM FOR BRAINSTORMING & DISCUSSION. MAKE SPACE for STAFF to BUILD RELATIONSHIPS, CO-OWN PROJECTS & SHARE CONCERNS. HOLDING these SPACES ALLOW US TO MAKE REAL CHANGE.

DEVELOP an AWARENESS of DIFFERENT LEARNING STYLES.

TRUST your TEAMS TO BE TEACHERS & learners. HUMILITY GOES A LONG WAY TO BUILD ORGANIZATIONAL culture.

IT BOILS DOWN to RESPECT, PATIENCE, KINDNESS, ACCEPTANCE & APPRECIATION. WHEN I feel VALIDATED, I FEEL MORE FREE to LEARN, SUGGEST IMPROVEMENTS & TAKE ON CHANGE MANAGEMENT PROJECTS.

LEARNING HAS TO BE SEEN & PRIORITIZED as a CRITICAL lever for the ADVANCEMENT of STRATEGY, PERFORMANCE, & IMPACT. LEARNING CANNOT BE A PART of CULTURE if it SITS to the SIDE.

SEEK INPUT FROM a VARIETY of PERSPECTIVES, CREATE A VARIETY of WAYS FOR PEOPLE to ENGAGE & THEN use THEIR INPUT.