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Delivery... what will be

Delivery is the fifth phase of the Culture Change journey. During this phase, members work together to carry out the plan created in the Design phase.

The purpose of Delivery is to:

- begin to make the group's or organization's aspiration statements a reality
- carry out the plan created in the Design
- continue to gather feedback and engage people in the process
- come up with creative solutions to challenges that weren't identified in the Design Plan
- make adjustments to the Design Plan as necessary
- introduce changes to practice and make them part of the new normal
- support and mentor people within the group or organization as they attempt to carry out action steps
- provide resources needed to carry out action steps

Small changes don't need to wait

It's important to note that it's not necessary to wait until the Delivery phase to make changes. In fact, during an earlier phase, you may have identified an opportunity for quick improvement and already acted upon it. Just be sure to document and celebrate these small changes along the way. It will help to keep people engaged and sustain the appetite for further changes down the road.

Measuring results

- Before moving from plan to action, make sure that you understand what success looks like.
- For each of the goals in your Design Plan, identify how you will know whether you're making a positive difference in people's lives.
- Ask yourself how you'll know whether a change has actually happened.

Communication is key

As you move from plan to action, it's critical that people know what they're supposed to do. Here are a few key points you'll likely want to cover:

- what you're asking them to do (keep it simple and specific)
- when you're asking them to do it
- why what you're asking them to do is important (link to an aspiration statement)
- where they can go with questions or concerns

Other things to consider

Make adjustments as you go – You may need to make adjustments to your original plan, while staying true to your organization's aspiration statements.

Make sure things get done - Accountability for results must be shared across different levels of the organization.

Keep things positive - Remember to keep following the principles of Authentic Partnerships and Appreciative Inquiry as you carry out your plan. Celebrate achievements.