

# BUILDING A TURNED OUTWARD ORGANIZATIONAL CULTURE

Use this tool to get started in building a more Turned Outward organizational culture.

## Step 1: What's my context?

1. Given your position and influence in the organization, with whom can I get a relatively quick "win?"
  - My teammates and/or my direct reports
  - Staff in another area or department that we'll need to work with
  - The board
2. Which internal group do I most need on board to demonstrate the impact and potential of Turning Outward?
  - My teammates and/or my direct reports
  - Staff in another area or department that we'll need to work with
  - The board
3. Which group has the greatest potential to derail my efforts in the near term?
  - My teammates and/or my direct reports
  - Staff in another area or department that we'll need to work with
  - The board

## Step 2: With whom should I start?

Use your answers to the questions in Step 1 to guide your decision.

- My teammates and/or my direct reports
- Staff in another area or department that we'll need to work with
- The board

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## Step 3: What's next?

Starting Point	Do This:
My teammates and/or my direct reports	<input type="checkbox"/> Ask the team to take the Turn Quiz. Ask them to think about the extent to which <i>the team</i> focuses on items on the left hand v. the right hand columns. <input type="checkbox"/> Use the 3A's Tool and ask the team to focus on whether the <i>team as a whole</i> exudes the 3A's. Then discuss the implications for the team. <input type="checkbox"/> Start hosting innovation spaces using the innovation space questions to engage the team in what you and they are learning from the community.
Staff in another area or department that we'll need to work with	<input type="checkbox"/> Use the 3A's Tool and ask the team to focus on whether the <i>team as a whole</i> exudes the 3A's. Then discuss the implications for the team. <input type="checkbox"/> Use the Aspirations Tool to get them focused outside of the office on the community they want and the conditions that need to be in place. Then engage them on how the discussion felt to them and what was different about it. <input type="checkbox"/> Start hosting innovation spaces using the innovation space questions to engage the team in what you and they are learning from the community.
The board	<input type="checkbox"/> Use the Board Engagement Roadmap and the Board Engagement Checklist to identify where the board is getting stuck and possible ways to move them forward

## Step 4: What if I'm further down the road?

- Consider embedding Turning Outward into job descriptions, performance reviews, and hiring processes
- Look at your staff that are Turned Outward. Use these questions to think about the characteristics you want to embed.
  - What do I know about the characteristics of those people?
  - What are able to do well?
  - What are their views on the importance of community?
  - What skills do they bring to the table?