BUILDING A TURNED OUTWARD ORGANIZATIONAL CULTURE

Use this tool to identify ways to build a more Turned Outward organizational culture.
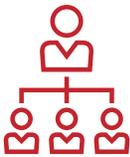
Step 1: What's my context?

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
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
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

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Step 2: With whom should I start? And what's next?

Use your answers to the questions in Step 1 to guide your decision. And use this chart to guide your next steps.

Starting Point	Do This:
My teammates and/or my direct reports	☐ Ask the team to take the Turn Quiz. Ask them to think about the extent to which the team focuses on items on the left hand v. the right hand columns. ☐ Use the 3A's Tool and ask the team to focus on whether the team as a whole exudes the 3A's. Then discuss the implications for the team. ☐ 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	☐ Use the 3A's Tool and ask the team to focus on whether the team as a whole exudes the 3A's. Then discuss the implications for the team. ☐ 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. ☐ 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	☐ 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 3: 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?

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