Checklist for Creating a Results Culture
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A results culture helps supports groups to navigate the tension, the anxiety, the chaos and stress, to create a new order. A results culture becomes crucial in helping a group hold its primary work task and not become "stuck" in survival task. A robust results culture allows the group to address its issues of work avoidance, support individuals in new learning or behavior, and to endure any potential losses.

Norms: The expected behaviors that are adopted as part of being part of a culture. Some norms are enforced formally – such as updating action commitment forms at the beginning of every meeting. Some norms are displayed informally – such as doing work within a results container. In a results culture norms are tied to working with the results in the center, having the discipline of data, and engaging in the collaborative work cycle.

Values and Beliefs: Influenced by norms, beliefs are the assumptions that are made about the world and the values that stem from those beliefs. In a results culture, values are things that are deemed important and can include concepts like accountability, honesty and directness, equity and equality, transparency, and aligned actions.

Artifacts: The physical things that are found that have particular symbolism for a culture. The main thing is that they have special meaning for the people of a particular culture – they remind people of what is deemed as important, as valuable, as treasured, etc. In a results culture these could be the objects in a results meeting room such as an accountability pathway, action commitment forms, data on the wall, results banners, etc.

Language: It is generally agreed that language and culture are closely related. Language can be viewed as a verbal expression of culture. It is used to maintain and convey culture and cultural ties. Language in a results culture is designed to focus on the result work, the building of resilient relationships, and working in high action and high alignment.

The following table offers a possible checklist that can be used to create a results culture in your organization. This is not a definitive list and should be adapted to meet your unique organizational culture.

Elements of a Results Culture	Complete	In Process	Not Started	Next Steps/Resource
Creating a "Container"				
• Population Level Results Declaration (i.e., Results Banner)……				
• Data prominently displayed – indicator, trend line, targets……..				
• Materials to engage in work (i.e., flip charts, tables and seating positioned for engaged conversations)……				
• Other?.....				
Results Meetings				
• "Normalized" conversations of accountability (i.e., accountability pathway)……				
• Using skills identified in Results Based Facilitation……..				
• Public declarations of future action (i.e., action commitments)…….				
• Data as central focus……				
• Other?.....				
Intentional Focus on Working in High Action and High Alignment				
• Using a common/shared "results playbook"……				
• Identifying and working with shared performance measures……..				
• Criteria for working in High Action and High Alignment identified ..				
• Using intentional conversations to support group to be in high action and high alignment (i.e., trust)……				
• Using results "stories" to reinforce results culture ……..				
• Other?.....				
Conversations of Public Accountability				
• Targets and Timelines displayed in meeting room……				
• Collecting qualitative and quantitative data for public accountability meeting……				
• Engaging in public accountability meetings with key stakeholders and partners……				
• Other?.....				