

PRACTICES

Practices refer to designed, regular, and intentional actions that interrupt old habits (ingrained, unconscious "practices") and create new activities designed to *generate the behavior, and the results, wanted*. For instance, doing one's email and returning calls first thing in the morning is a habit until we decide to do that because it ensures that emails are dealt with on time and calls are returned in a timely fashion. Starting meetings a few minutes late is a habit; deliberately starting on time so as not to waste anybody's time and produce the desired results is a practice.

Practices involve regular repeated actions designed to cause specific desired outcomes to be produced based on that regularity.

Meta-Practices: Practices require "meta-practices" that maintain the activities of the practice in existence. A "meta-practice" is a practice to remind you or check that you have used the practice. Most "meta-practices" are linguistic, and most take the form of questions. Asking whether the practice has been used is an example. For instance, the person accountable for a result that a specific practice supports, asks on a regular basis if the practice is being carried out. Each time a breakdown is declared to which that practice might relate, the first question is, "Did you use the practice?" If the answer is, "No", then there is a consequence such as, "Then do it now and come back when you have engaged with what it offers."

"Meta-practices" are often missing in the introduction of new ways of doing things

Without practices and meta-practices, an intention to produce a culture change will not be realized.

EXAMPLES OF PRACTICES:

- Declaring breakdowns
- Declaring outcomes
- Establishing milestones "from the future"
- Moving from process to outcomes
- Committing to an outcome
- Starting every meeting reviewing and clarifying the answers to the questions, "What is the purpose of the meeting?" and "What are the intended outcomes?"