



# Spotlight on: “Conclusions – An Important Step in Action Planning” – A DLA Distribution culture update

The Defense Logistics Agency’s culture survey provides the organization with the opportunity to identify areas for improvement based on the insights of employees across the enterprise. The leaders across the enterprise use the results to guide them to key areas to focus on improving their cultures.

As DLA Distribution is approaching the time when the organization receives the results of the 2010 launch of the DLA Culture Survey, this will trigger another cycle of action planning, so leaders throughout DLA Distribution were recently reminded of a critical first step in the action planning process. That is to conclude or close-out the previous action plan.

DLA Distribution’s process for closing out a culture survey action plan is described below:

## Step 1: Identify Action Plan(s)

This is identified as a step because some organizations have both a culture committee action plan and a leadership team action plan. It is important that both groups go through the process of closing out their action plans before beginning a new cycle.

## Step 2: Gather the Team for Reflections

If possible, all team members should be present to contribute to the Conclusion process. The goal for this process will be to identify what went well and not so well for the previous action plan. Therefore, the more people who were involved that can contribute their voices to this process the better.

## Step 3: Identify Your Short/Mid/Long Term Goals and Targets

Clearly identify what the expectations were for the plan. What were the overall goals to be reached and what targets were



DLA Distribution’s process for closing out a culture survey action plan

established to quantify the goals? Ensure that the goals are categorized into short, mid, and long term goals and targets. This is important because it helps clearly assess results and identify what should be carried forward to the next plan.

## Step 4: Identify Your Short/Mid/Long Term Actions

Make clear what actions were undertaken to achieve these goals and targets. These should also be identified by Short/Mid/Long term.

## Step 5: Identify Results of the Actions

Identify the results of actions through both quantitative and qualitative data. Sources of data will include the Culture Survey results, performance data related to the specific expectations (goals and targets), and any stories people can share that demonstrate how the actions have improved the intended area of the organization.

## Step 6: Identify what should be stopped/Improved/carried forward

Compare the results to the expectations and begin to make an assessment on what actions should be stopped, improved, or carried forward. This information should become part of the lessons

learned and used for the development of the next actions plans.

## Step 7: Document lessons learned

Establish a formal documentation of this process through lessons learned. This becomes a key input for the next action plans and helps the organization engage in continuous improvement of culture.

## Step 8: Celebrate/Reward/Recognize

Initially the celebration, rewards, and recognition should be for the team itself. Then the lessons learned should be shared with the entire organization and those that contributed to the success recognized by the organization.

“There are many benefits to conducting a formal conclusion of a culture action plan,” says John Destalo, culture champion and member of the DLA Distribution Organization Development team. “It gives participants an opportunity to reflect; it formally captures lessons learned so they can be used in the future; it gives team members and the organization an opportunity to celebrate successes and recognize each other and it helps the members of the organization close-the-loop and see clearly the connections between the survey (assessment), actions, and organizational improvements.”