

# USE CASE

**Guiding Principles and Leadership Values – How can True Cultural Change Succeed?**



## What is the topic?

Guiding principles and leadership values often promise to initiate a shift in corporate culture. But how can a so-called toothless paper tiger be transformed into a guiding vision that brings about tangible change in the mindset and behavior of employees and leaders?



## What is the main challenge?

- Defining guiding principles and leadership values is, in theory, quickly done. The more compelling question is how to truly bring them to life in the organization's daily actions — and how to establish them as a meaningful, action-guiding standard that is also tangible for customers and stakeholders.



## What does MES stand for in this change?

- From the very beginning, we take a highly participatory approach, involving not only leaders but also the true recipients of leadership: employees!
- We translate leadership values and guiding principles into concrete action plans to implement them within the organization and support leaders, employees, and the organization throughout this journey.



## What does a process outline look like?

- Clearly define the overarching goal behind the development of principles and guiding values and highlight the intended benefits.
- Develop and refine the guiding principles in workshops with a high level of participation across all levels.
- Develop an action plan and support its implementation.
  - Implement necessary structural changes within the organization to enable the new guiding principles
  - Operationalize the competency model
  - Facilitate reflection, assessment, and development support for teams and leaders regarding the implementation of the guiding principles in leadership behavior and daily work
  - Develop a communication plan
  - Conduct regular retrospectives and reviews to allow for course correction

**Feeling inspired by change?**  
[Head back to the main page for more insights.](#)