



Work Sheets for Identifying and Closing Culture-Gaps

Ralph H. Kilmann

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Based on the Kilmann-Saxton Culture-Gap® Survey, these work sheets help participants develop unique lists of their most dysfunctional actual norms (the unwritten rules of the game) and then establish more desired norms (the new rules that will enhance both performance and satisfaction). Once these culture-gaps have been identified, additional work sheets help participants to use the five steps of problem management (sensing problems, defining problems, deriving solutions, implementing solutions, and evaluating outcomes) to close their largest culture-gaps. Participants are also asked to design and use an informal sanctioning system in order to help one another switch from the old norms to the new ones.

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