

# **Short-Term Results Coexist With Long-Term Goals**

The culture change journey is, by definition, a long trip because authentic transformation means revising norms and beliefs that have conditioned unsafe behaviors over the life of the organization. But the good news for demanding managers is that short-term results, in the form of measurable performance improvements—such as reduction in injuries or increase in employee/supervisor trust—typically surface along the way. The objective of achieving quantifiable results can coexist with the long-term goal of sustainability that will be the ultimate measure of culture change.