

## DEFINING MOMENTS

### *Creating your culture one moment at a time*

Avion believes we have cracked the code to create your ideal culture by focusing on specific behaviors that our research shows drives feelings of value and belonging.

We help organizations develop more effective, inclusive leaders by coaching leaders on how perceptions of culture are created and reinforced through what we call “Defining Moments.”

Defining Moments are the memorable moments that matter in an employee’s journey. Whether having a positive or negative impact, these moments are memorable because they are personally impactful and emotional.

Defining Moments are **small actions** that have a **huge impact**.

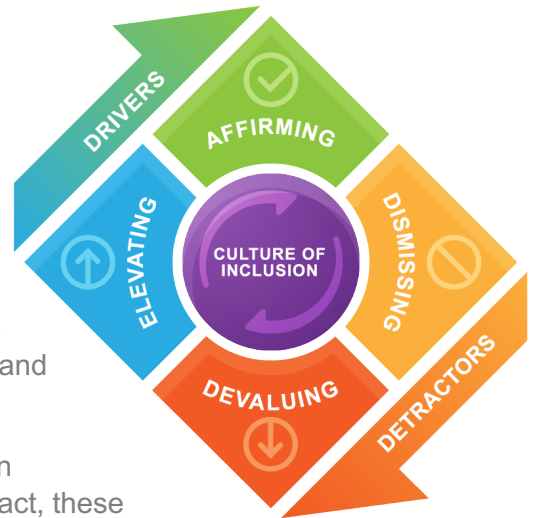
The idea that small actions can have a huge impact is supported by long-standing research on the impact that micro behaviors can have on what one believes about an organization’s culture.

Consistent with Avion’s philosophy on the impact of leader behaviors – and how behaviors can be changed – the model describes specific actions that everyone in the organization can take to be a part of creating a culture that welcomes and values all.

Most importantly, the model also provides actions for senior leaders and allies, or those in a position of power, to take in order to play a big role in being part of the solution.

The Defining Moments process and model can help organizations:

- **Define and build their culture**
- **Strengthen an existing culture**
- **Diagnose existing cultures’ strengths and need for change**
- **Transform into a new, forward-looking culture**
- **Introduce behaviors that drive inclusion into an existing culture**





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## DEFINING MOMENTS MODULES

Defining Moments modules build upon one another to clarify, strengthen, or transform an organization's culture. The program is presented in two separate modules to focus on sustainable behavior change through practice and discussion of key learning points.

Objectives of each program module build upon the Defining Moments model to drive an organization toward a culture where employees feel like they are valued and they belong.

The modules can be in-person or virtual and include the following learning objectives:

### Defining Moments I - Creating Your Desired Culture

For all leaders of people in an organization from front-line supervisor to senior leaders. Adaptable for individual contributors as a pre-cursor to Defining Moments II.

- Understand what creates organization culture
- Learn about the Defining Moments model and how moments define your culture
- Understand what drives and what undermines your culture
- Learn the most important behaviors to execute upon to create a feeling of value
- Understand how to turn behaviors into habits and routines
- Set near-term, public objectives to practice new behaviors and document outcomes

### Defining Moments II - Creating a Culture of Inclusion

For all levels of employees from individual contributors to senior leaders.

- Learn how Defining Moments can drive a culture of inclusion
- Understand the impact of personal bias on our behaviors as leaders
- Learn techniques to mitigate your personal bias
- Increase awareness of behaviors that undermine inclusion
- Understand and practice the most important skills to create a culture of inclusion
- Learn tools to turn behaviors into habits and routines
- Engage in follow-up coaching labs to discuss action plans and reinforce desired behaviors

### Defining Moments III - Architects of Culture

For those in an organization responsible for creating intentional Defining Moments along an employee's journey like the first day of employment, orientation, recognition programs, training, and communication channels.

- Understand how to prioritize and develop practices that strengthen your culture
- Learn how to align your desired culture and internal brand with moments in the employee's journey

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