

Cultural Alignment for a Global Manufacturing Company

Key challenge

A global manufacturing company needed to establish an *enhanced performance focused culture* to realise significant growth opportunities in Australia.

Specifically, there was a need to establish a *culture of achievement* which valued both individual and group performance, fostered mutual respect and collaboration, and which enabled people to work effectively together across functions (*break down silos*) to realise opportunities for sustainable growth.

The Task

The project commenced with conducting a cultural audit and providing feedback to the senior executive team. We then assisted the company to establish the new Strategic Business Objectives. We also assisted the company to design and implement a number of Strategic Organisation and People Management systems and processes. Specifically PeopleAdvantage conducted:

- ▼ In depth interviews with each member of the senior executive team
- ▼ Focus groups to understand the thoughts, feelings, experiences and knowledge levels of people across the company throughout Australia

Following this we conducted a two day Senior Executive Team Workshop to provide feedback on what we learned in the focus groups and to facilitate the development of a direction forward.

Workshop outcomes included:

- ▼ Draft Mission & Values statements, including;
 - ▼ Affirmation of existing people and their skills and knowledge and great customer relationships
 - ▼ Agreement to develop a *Learning, innovative and Collaborative Culture*
 - ▼ Agreement to develop and implement a new Human Resources Strategy including frameworks and systems to support, encourage and recognise/reward people for demonstrating the new cultural values and behaviours
- ▼ Implementation Action Plan including;
 - ▼ People Communication Strategy covering consultation processes, obtaining and incorporating feedback into frameworks and systems development processes – *quarterly briefings conducted by senior executives for their people across Australia was a critical first step*
 - ▼ Agreement on additional resources required and associated costs
 - ▼ Functional and management structure reviews to be performed
 - ▼ Development and implementation of the Organisation and People Strategy including frameworks, systems and processes

- ▼ Agreed actions for Leadership Development and Team Building across the company

Results

Management ensured positive, constructive and collaborative processes during the development and implementation of agreed changes. By demonstrating leadership in this regard management demonstrated their commitment to the new Learning, Innovative and Collaborative culture.

Observations and feedback provided evidence that people throughout the company were prepared to work hard at developing effective collaborative, cross-functional working relationships.

Over time there was increasing evidence that the whole company was now effectively managing the increased complexity associated with the higher rate of growth now being experienced by the company.

The *blaming* culture had largely disappeared and people were now prepared to take risks and suggest realistic, practical ideas for adding value to day-to-day operations.

We understand the company is generating significantly increased revenue and is significantly more profitable.

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