

A few examples of assignments we have led around culture and change:

- **Designing and leading a Customer Excellence programme** engaging a country management team of an international insurer, as it moved from a turnaround to growth phase – including the creation of individualised engagement plans for each leader to use with his/her team.
- **Leadership Development, Facilitation and Coaching** for one of the largest building materials manufacturers in Europe, including large scale events to engage all UK managers in the new strategy.
- **Values, Vision and Leadership Team Effectiveness work** over an 18 month period with the leadership of a high-growth London business services organisation, including individual coaching for each of the leadership team.
- **Creation of a Development Framework** linked to a five-year international growth strategy for a Glasgow based technology business, engaging the whole employee base in defining their core values and establishing the changes in capability and behaviour required to achieve the plan.
- **Board Effectiveness Review** for a local animal rescue charity

What does Culture and Change support look like? As you will gather from the above examples, no two organisations are ever the same. However, we will usually start with some investigative work to understand the current organisation, the views of stakeholders and the drivers in the business. This may involve interviews, focus groups or a diagnostic survey.

We partner with Denison Consulting (<https://denisonconsultingeurope.com/denison-organisational-culture-survey/>) and use the DOCS Organisational Culture Survey. DOCS is an internationally respected and evidence-based organisational culture survey, with a standard question bank that has been benchmarked against a large database of international organisations

The diagnostic survey identifies priority areas for culture development work, and links them to the most critical business drivers – for example, productivity, agility or innovation.

A survey can be an excellent way of engaging the whole employee/associate base in the culture change process, and provides valuable insights for shaping engagement and mobilisation.

Following the initial investigative work, we lead a series of workshops with the client's change leadership group to create a rich picture of the values, purpose and future vision for the organisation, and clarify the strategy to achieve this.

We go on to co-create an engagement and mobilisation plan, bringing the future vision and strategy to the whole organisation – this can include both internal colleagues and external partners.

As the plan progresses, we may help in a number of other ways, for example:

- Further workshops to work through issues that arise from the change vision and strategy (for example, around customers, markets, people, process or systems).
- Facilitated sessions to support associate and partner engagement and cascade the process through the whole organisation.
- Leadership team coaching.
- Individual executive coaching for key individuals, to accelerate development of leadership capabilities and enable succession.
- Insight consultancy and research into future markets and customers.
- Repeat of diagnostics used in the development phase (progress monitor).