

# You Can Change a Large, Global Organization's Culture Quickly

It is said that to properly view an organizational culture, you need a telescope and a microscope. The former to identify its orbit and the latter to study its DNA. Because you can't change one without affecting the other.



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the culture-shaping firm

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# Shaping a culture begins with understanding the links between culture, strategy and operations.

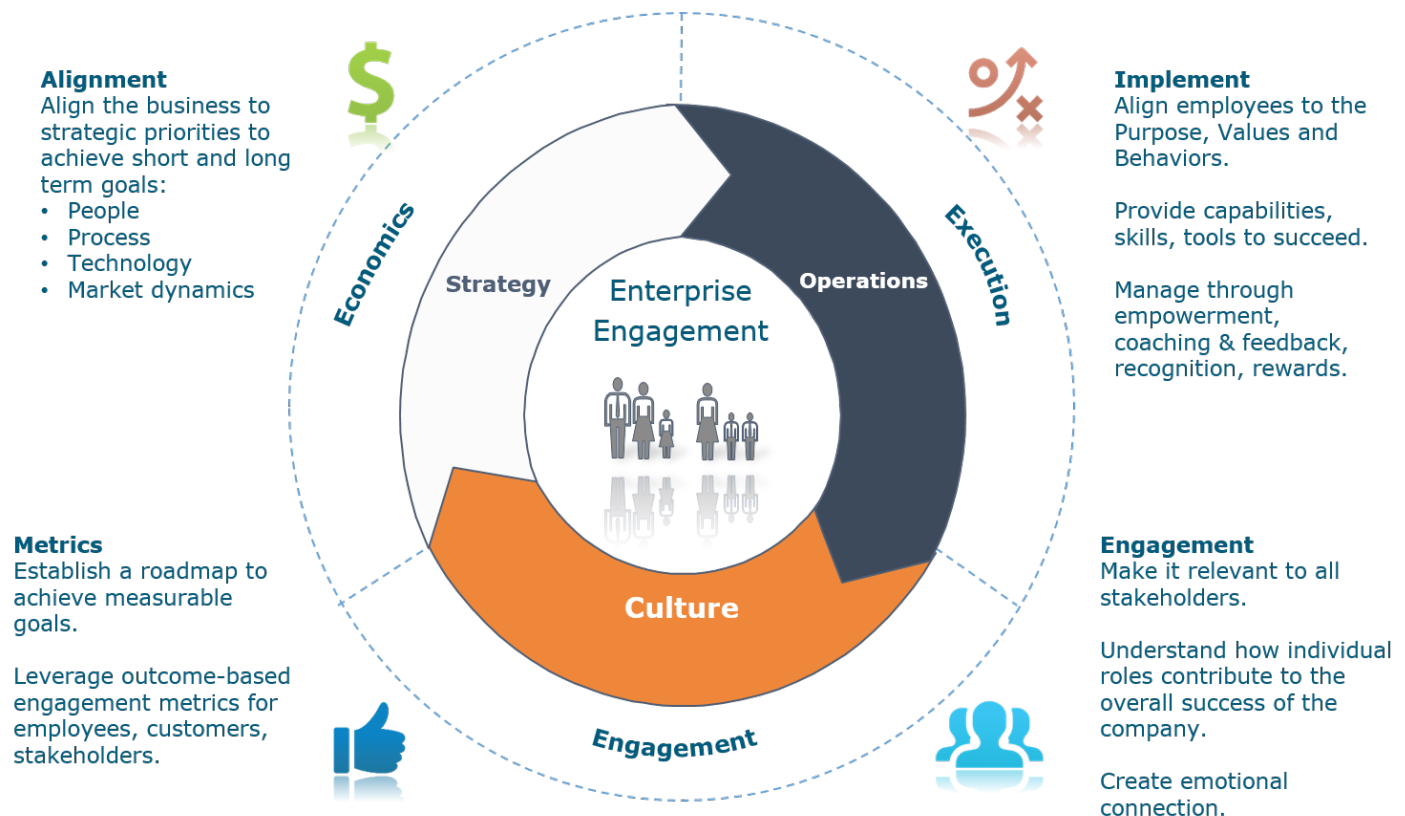
The complexities of organizational cultures and their impact on profitability have vexed leaders for years. As a result, when it comes to executing new strategies to encourage company-wide behavioral change – like improved morale – band-aid solutions are implemented, such as enhanced benefits and better working conditions. Then leaders get frustrated (or fired) when those remedies don't work. Their problem is not in knowing *what* needs to be done. It is in not knowing *how* it needs to be done. That takes an expertise some leaders have not been taught to apply. Once the path is clarified, however, they still need to lead any culture change if it is to be effective.

Enlightened leaders often turn to their human resources departments for help. But unless HR managers have a broad and deep experience in shaping organizational

cultures across companies and industries, they may be charged with a next to impossible task. Progressive managers generally want to first talk to experts who have assisted other organizations with culture shaping. They are the ones with the telescopes and the microscopes, and the knowledge of when to use which.

Shaping a culture begins with understanding the links between culture, strategy and operations, as seen below. The diagram reflects a new reality for leaders. Business leadership requires cultural leadership, defined as engaging people across the enterprise to deliver results. Defining the type of culture you need to successfully meet your strategic vision can be more difficult.

## Linking culture, strategy and operations to engage the enterprise.



## Distinctive cultures are shaped by trusted relationships

An intentional culture unifies employees to act and make decisions based on a consistent understanding of the company Purpose, Values and Behaviors. To operationalize a culture, leaders must be visible and communicate to help employees link what they do every day to the key elements (behaviors, objectives and key performance indicators) of the organization's strategy. With an aligned culture, companies operate beyond policies and processes and begin to build trusted relationships with employees and across the enterprise. This foundation of trust empowers the enterprise to provide discretionary effort on behalf of the company and its goals.

The next step is to create a business plan that connects the corporate strategy to business unit and department operational goals to individual contributor tactics. To ensure focus is maintained, develop a consistent meeting and reporting cadence as part of the implementation plan.

Once the culture, strategy and business plan are in place, a variety of disciplines and tools can be used to engage, inform, educate and measure the impact of engaging the entire enterprise.

## The essentials of fostering enterprise engagement

The essential elements of enterprise engagement that foster alignment and trust with people across the organization follow.

1. **Leadership:** Responsible for leading the culture and people.
2. **Intentional Culture:** Create a Purpose with aligned Values and Behaviors that support the brand attributes.
3. **Strategic Priorities:** Assess market/industry dynamics and create 3-5 year strategic plan.
4. **Business Plan:** Create an annual culture theme with goals, objectives, tactics, and measures. Include meeting and reporting cadence to keep momentum and focus.
5. **Feedback and Measurement Tools:** Closed-loop enterprise feedback-measurement platform to centralize feedback/input, identify trends across the data sets and measure impact of decisions on engagement of employees and customers; establish NPS, Engagement Index, etc.
6. **Communication Platform:** Develop a communication strategy that creates alignment throughout the organization on vision, values, goals, behaviors and KPI's. Use multi-channel approach to reach all audiences.
7. **Recognition:** Establish formal and informal recognition channels for leaders and peer-to-peer programs for living values, demonstrating behaviors and delivering results.
8. **Technology:** Leverage new technology that enhances and integrates feedback, communications, knowledge sharing, collaboration and recognition.
9. **Educate:** Incorporate culture and engagement into ongoing training and development for all stakeholders.
10. **Rewards:** Use non-cash rewards to distinguish from compensation and reinforce behaviors and top performance.
11. **Return on investment:** Develop a process to accurately measure the impact culture and engagement have on business performance and progress toward realizing strategic objectives.
12. **Enterprise Engagement:** A company's value is maximized at the point where trust is established with each stakeholder across the enterprise.

It's only when an organization and its leadership understand what goes into culture change that they can begin to get the most out of culture change. You must start by using the right lens.

And that is why Senn Delaney, the culture-shaping arm of Heidrick & Struggles, has been a leader in its field for nearly 40 years.

## About Senn Delaney

Senn Delaney is the culture-shaping firm of Heidrick & Struggles International, Inc., the premier provider of Executive Search, Culture Shaping and Leadership Consulting services worldwide. Founded in 1978, Senn Delaney was the first firm in the world to focus exclusively on transforming cultures. A singular focus of creating healthy, high-performance cultures has made us the leading international authority and successful practitioner of culture shaping that enhances the spirit and performance of organizations.

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