

You Want a Unique Culture; You Need a Custom Approach

Few organizational decisions carry the kind of weight needed to balance the risks and rewards of organizational culture change than the selection of a firm to help manage it.



senn delaney
the culture-shaping firm

HEIDRICK & STRUGGLES

After all, culture is the lifeblood of any organization. It determines the who, the what, the when, the where, the why and the how of strategy execution.

You cannot so much as tweak any part of a culture without considering the downstream, upstream and midstream consequences. There is the potential for fragile cultures to collapse, strong cultures to weaken and entrenched cultures to circle the wagons. Inertia will often replace initiative.

To be sure, organizational culture is an amalgam whose elements are as unique as the fingerprints of its members. A deep understanding of what defines a particular organizational culture is the sine qua non of culture change because no two cultures are exactly alike. Any organization hiring a firm that treats a culture like so much dough to be shaped by cookie cutters is in for difficult times. So, too, are organizations expecting immediate and significant changes in their culture.

In nearly 40 years of working with organizations across a broad range of industries and purposes, Senn Delaney, the culture-shaping arm of Heidrick and Struggles, has learned that cultures change by evolving. Hence the concept of “culture shaping”. It requires a powerful set of tools forged by time, experience, knowledge and wisdom. And because no tool is any more effective than the person using it, it’s important to know when to use which.

Senn Delaney uses a proven, methodical process called DURAM, an acronym for the actions needed to diagnose, unfreeze, reinforce, apply and measure the process of culture shaping. Another key to success is a scalable architecture that uses a proprietary technology platform called to support all levels and multiple roles in the culture-shaping process.

Then there is the proven ability to partner with clients to identify and develop highly skilled internal champions and facilitators to enhance credibility and broaden reach into organizations. The result is a powerful and proven culture-shaping model that is thoughtfully

tailored to clients of different sizes, geographies, industries, and positions in their markets. It’s something that Senn Delaney uniquely brings to each client with enough speed to help them generate the momentum that will shift the culture to fully support their business strategy.

The DURAM Model

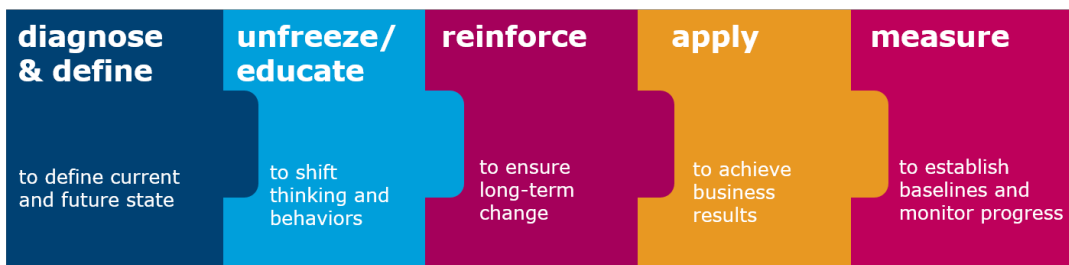
All of the capabilities in Senn Delaney’s customizable model are brought together for clients using the proprietary DURAM engagement-management process. It is a comprehensive and insight-based methodology engaging leadership at all levels to create measurable, sustainable change and improved performance. DURAM has been shown to measurably enhance both the performance and spirit of organizations.



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DURAM

an integrated approach needed to shape team behaviors and the culture



Creates healthy, high-performance leaders, teams and organizational cultures

sustainable results

Here's how to apply the DURAM methodology:

- **Diagnose:** Diagnostic tools are used to analyze the current culture. Work with the senior team to define the desired culture and behaviors needed to better support organizational performance.
- **Unfreeze:** An insight-based learning model uses team sessions to unfreeze old habits and to connect individuals and teams to healthy, high-performance behaviors.
- **Reinforce:** A comprehensive reinforcement system provides the continual reminders needed to ensure that changes in behaviors become a conscious way of life.
- **Apply:** Tools, processes and consulting ensure the new behaviors are used day to day to impact business performance.
- **Measure:** Measurement creates accountability. A measurement strategy is developed to regularly monitor cultural dimensions to ensure that change is occurring and challenges are identified and addressed.

Another critical element of mass customization is having an online portal that provides a large, growing, interactive collection of delivery mechanisms to

support the work and engage both leaders and participants in further reinforcing the culture-shaping concepts. It must be configurable to display an interface and core materials in multiple languages to help meet the needs of complex, global organizations. And it must be accessible through multiple devices, as well as include printable materials to reach parts of organizations that are not currently technology-enabled.

Such a system, coupled with an insight-based experiential learning model, is key to creating culture change in large, geographically distributed organizations as organizations can use it to sustain their ideal culture, even with employee turnover that is well over 100 percent per year in some industries.

As the demand for culture-shaping consulting grows, many new entrants are emerging in an area Senn Delaney stood largely alone in for nearly four decades. While the cost of entry is relatively low, especially for large consulting firms, it's important to evaluate whether your culture-consulting firm has a proven, customizable model that can take you from the senior team to the front line and help you sustain your culture through high turnover and even mergers and acquisitions. While many can throw consultants at your problems, what's unique about Senn Delaney is its ability to use a quickly customizable model that scales efficiently to meet the needs of your unique organization.

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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