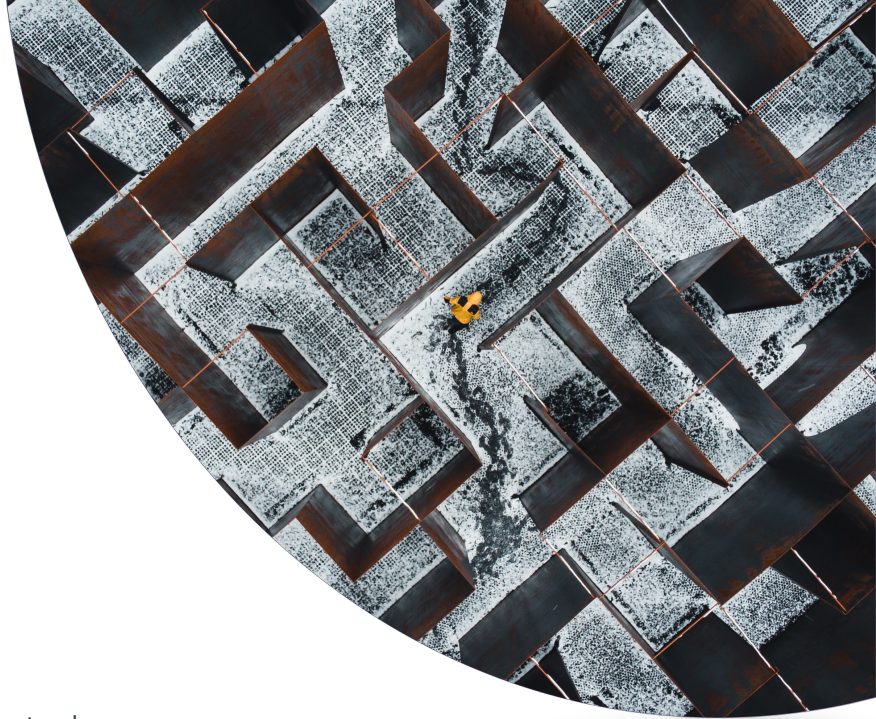


# A Culture That Fuels Your Strategy

REVEAL | UNHOOK | INVENT | IMPLEMENT





The well-known and widely respected guru on management, Peter Drucker, said

**“Culture eats strategy for breakfast.”**

While he did not mean to undermine the critical importance of an effective strategy, he emphasized a fact that is largely known but less regarded: culture can make or break the success of an organization.

No matter how brilliant, agile, nor innovative the strategy, the path to breakthrough achievement requires a well-planned and well-managed culture.

## **Culture as the Invisible Hand in Your Organization**

It might not be visible to the naked eye, but your culture has mass, carries weight, and impacts the way everything is done in your enterprise. In fact, your culture can either fuel or devour your strategy. The biggest challenge corporations face is to create work environments and methods that allow individuals and teams to contribute and express the best of their thinking and effort.



# Nine Facets From Which Culture Emerges

Through our work with the world's largest and best-run organizations, we have identified nine distinct elements from which culture emerges.

## LANGUAGE & THE NETWORK OF CONVERSATIONS

Vocabulary, content, and key phrases create a network of conversations that constitute the enterprise.

## CUSTOMER ORIENTATION

How is the customer viewed, served, and interacted with?

## WHAT IS VALUED IN EVERYDAY OPERATIONS

What are the qualitative objectives? What is held in high regard?

## ACCOUNTABILITY & RESPONSIBILITY

Are people organized for results, processes, or tasks? What are the incentives?

## TRADITIONS, RITUALS, HEROES, LEGENDS & ARTIFACTS

What are the status symbols? What gives a sense of belonging and pride?

## LEADERSHIP DYNAMICS

How does the workforce view leaders, and what is the leadership style?

## UNWRITTEN RULES FOR SUCCESS

What are the taboos, status symbols, pathways to success?

## DECISIONS RIGHTS & PROCESSES

Who makes what decisions, at what pace and by consulting whom?

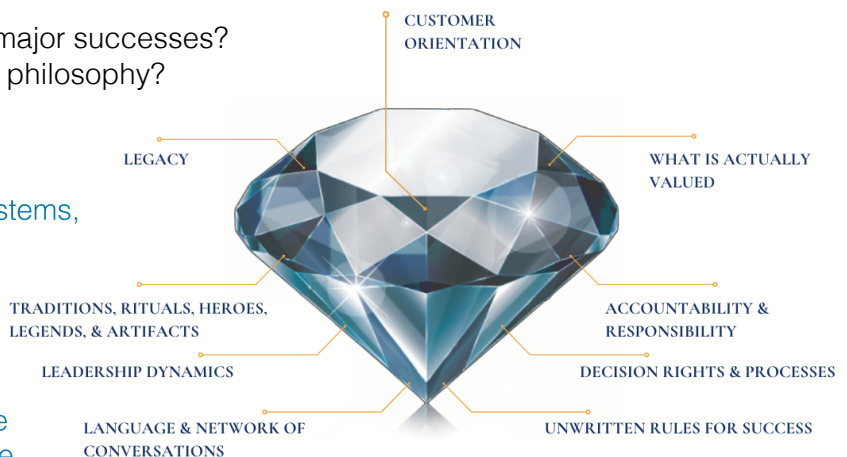
## LEGACY

Have there been any close calls or major successes?

What were the founders' values and philosophy?

Using these distinct elements as a framework and drawing upon the science of complex adaptive systems, the work of an organization then becomes the proactive enabling of your people to **reveal and unhook** from the current culture.

Next, the organization must continue to work to **invent and implement** the desired culture so that it reaches every corner of the enterprise.



The outcome?

A culture that is a match for your commitments and pulls for the best from your people.





## Reveal & Unhook From The Current Culture

As stated, the beginning work of transforming an organization's culture is the **revealing of and unhooking** from the current culture. This begins with a cultural assessment.

A culture assessment uses one-on-one interviews, online surveys, and other research to reveal the key aspects of your current culture. From that, we formulate and deliver a succinct, potent, no-nonsense assessment of your company's current corporate culture. Against the ambitions and strategies of the enterprise, we will identify the distinct elements of your corporate culture that will thwart your realizing your ambitions, as well as spot leverage points where fast action can produce extraordinary results. This insightful document is not for the shelf: it is a blueprint for action to support you in building a **remarkable future for your business – through your culture.**

For example, a cultural assessment of one of the nation's largest automotive parts manufacturer revealed a risk-averse culture that was stifling bold innovation throughout the organization. In addition, it became evident that everyday operations were conducted in a compartmentalized fashion, and a new leadership initiative resulted in a top-down approach to decision-making with limited bottom-up input. Once these aspects of the organization's culture were uncovered, the sources of the lack of innovation were evident. After this identification, the organization could embark on instilling a new culture that fit their commitments and ambitions.



# Installing the Desired Culture

Over three decades ago, our consultants helped pioneer the field of organizational transformation. Our experience has taught us that for any cultural initiative to be effective in order to generate a new culture that can be sustained over time, several critical success factors must be addressed:

A successful cultural initiative requires alignment between strategic, cultural, and individual transformation. The result?

**Elevated performance.**

An organization's culture can enable or hinder the successful execution of its strategy; at the same time, the requirements and demands of the strategy may or may not be compatible with the culture. It is critical that the culture supports the strategy, and that the strategy reinforces the culture. Moreover, each individual needs to see the direct correlation between his/her actions and the generation of culture and the contribution to strategy. When alignment of strategy, culture, and individual responsibility is achieved, there is inevitably an explosion of elevated performance.

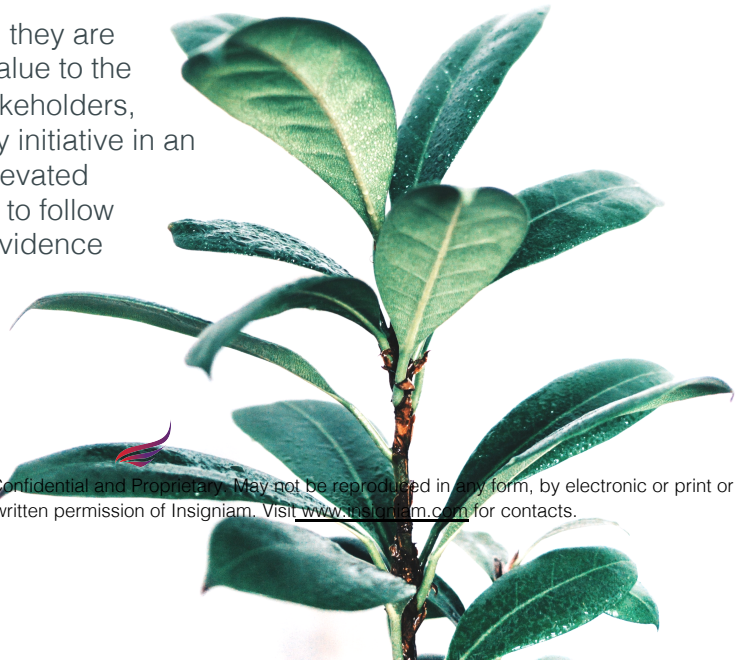
Organizations are complex, ever-changing, and adapting systems.

You do not have to be a leader for long to come to the disheartening realization that mobilizing the workforce of a large, multifaceted enterprise to adopt new practices and behavior can be as elusive as the fountain of youth. Perhaps the biggest contributor to this fundamental frustration is the conventional perspective that an enterprise is a fixed, linearly organized entity, where Action A predictably causes Reaction B. Actually, organizations are neither linear nor predictable, but emerge from the interactions of the behaviors of all individuals in the enterprise, each individual acting, interacting, and reacting, independently and locally, in response to local conditions and the partial information (or misinformation) available to them.

The cultural transformations that are most effective call upon the science of complex adaptive systems as an organizing framework, are custom-designed for the enterprise, and address key elements such as past and present conditions, the pull of the future, **and inspirational leadership.**

Culture can be ingrained and sustained only when anchored in **critical results.**

Enterprises are not rhetorical exercises; they are pragmatic, realistic endeavors to add value to the interests of their boards, customers, stakeholders, communities, and employees. Thus, any initiative in an enterprise must exist in service of the elevated performance of the enterprise. It stands to follow that truly effective cultural change will evidence itself in significantly enhanced business performance.



# Embed Breakthrough Performance in the New Culture

In our proven, reliable methodology to transform an organization relatively quickly and with comparatively little disruption, keystone projects are designed and committed to by executive management and a team of leaders. These multi-year projects is derived from the organization's strategy. The projects' results are achievable only in the new culture and therefore the team working on the project develop new ways of working consistent with the elements of the new culture.

Teams, especially cross-functional teams, are a powerful structure for producing extraordinary critical results while giving people an opportunity to generate and experience the new culture.

Most work in large organizations is done within functions or divisions, with little work extending across functional and organizational lines. Working in teams with people from other functions and from across the organization gives the people on the team new perspectives and knowledge, as well as the opportunity to build wider networks for the new culture.

Each project team operates as a small enterprise, committing to and operating consistently with the new corporate culture. Having generated and experienced the value of the new culture, these team members become "ambassadors from the future" to the rest of the organization.

A \$20 billion, international food products company's strategy called for significant growth fueled by the development of emerging countries beyond those which historically comprised the core of its business. Executives were clear that to enable and empower growth in the emerging areas, capable leaders would need to rotate into various countries and markets regularly. Therefore, it was critical that as individuals were moved around the organization, each person provided a consistent leadership approach. Simply put, the company wanted its organizational and cultural "DNA" embedded in every leader so that while each acted locally, they were building a global culture.

A series of cultural embedding and leadership development programs were designed and developed for implementation around the globe. As a result, a total of 46 breakthrough projects and initiatives to deliver on the company's strategic ambitions were initiated by country managers and their executive teams and led and executed by their direct reports. As a result, not only did the company embed a unified global leadership culture, but also achieved an increase in sales of more than 7% in one year.

It is common knowledge that cultures in enterprises that produce business-as-usual results are distinct from cultures in enterprises that consistently produce breakthroughs. Our approach to cultural transformation blends the development of a cultural framework that is unique to and appropriate for the enterprise with the tools and insights from our proprietary technology for achieving breakthrough performance.





## Culture is the Deciding Factor

Whether you've spent time thinking about, planning, and managing a culture or not – your organization has one. Perhaps one of the most critical questions an executive can regularly ask him/herself is – are we operating from a culture that is by default or by design? Is this culture one that is serving our strategy, our mission, our purpose?

Given that culture is always operating, it is paramount that your organization's culture is designed and managed with intent. Insigniam is there to support you in building one that is inspiring and produces extraordinary results throughout your entire organization.

For more information about, please visit [www.insigniam.com](http://www.insigniam.com)  
or call **+1 610 667 7822**.

