

## Case Study: Culture Development with Shared Values

Many companies wish to get the best from people so that they achieve results through a shared vision.

This can be achieved by helping individuals and teams to achieve their potential and recognise how they can best make a contribution.

It may need a "New" Approach which changes:

- From an annual event, to continuous process
- From assessment only, to assessment and development
- From personality evaluation, to evaluation of behaviour
- From loose association to the company, to close relation to the company business plans
- From superficial objectives, to specific objectives

The ways forward involve developing the company culture by getting a sense of mission from the vision by providing:

- Clear overall goals
- linking frameworks from strategy to job priority
- Clear role requirements
- Employee support
- Recognise success
- Reward feedback
- Clear promotion routes
- Framework for development and improvement

Developing a culture to encourage and support this needs effort and time, but can result in an organisation like the Orchestra analogy:

- All are in tune
- Playing the same tune
- Well conducted
- Known roles
- Known tempo
- Reach crescendo all together
- Enjoy what they do

## Case Study: FMCG Retailer Distribution Centres

- New work methods and the abolishing of individual bonus payments, meant 'closer working together' was now needed.
- This meant changing from a strong individual task K1TA (Kick in the Ass) culture, towards a team task mutually supportive culture.
- Investigation and programme design with management and supervisors was then followed by interactive training and relearning sessions.
- This was supported by managers during and after the sessions.
- A team vision was developed with ownership and real desires for change were outputs from the sessions.
- Subsequently productivity increased some of it in unexpected ways and absenteeism levels fell.