



Aligning people with business strategy;  
delivering profit through people and purpose

**About Us** .....

# Culture in Context

Culture Consultancy are experts in organisational cultural alignment, cultural change and people engagement. We deliver measurable performance improvement by implementing cultural change with our clients that creates alignment internally throughout their organisation between leaders, managers and employees, as well as externally with their customers, partners and suppliers. We are business results led; people engagement focused.

We believe that every organisation has its own culture as represented by:

- Its leadership style
- The values, behaviours and attitudes of its people
- The views and opinions of its customers, partners and suppliers

This culture will have grown and developed throughout the lifetime of the organisation. It is “*the way things are done*” and often sits as an unseen presence, influencing every act, process and attitude. But whether that culture asserts a positive or negative influence on the profitability, reputation and longevity of the organisation can be a bit of a hit and miss affair unless the leadership team take positive steps to monitor, manage and steer the culture of their organisation in a direction which supports their strategy.

A strong, positive organisational culture creates results for:



# Culture in Context

*“Culture Consultancy believe that in a commoditised world, competitive advantage and business success can only be delivered by getting the best out of your people.”*



The cold truth is that the internet revolution has had a far more profound effect on the way in which businesses are perceived than simply enabling people to order goods online. It is no longer **‘what’** you do but **‘how’** that is important. Increasingly it is the brand and customer experience that drives sales. The result is that organisations can no longer afford to ignore their culture. A strong culture driving innovation, employee engagement and an exceptional customer experience are now the order of the day.

For those organisations which step up to a strong culture aligned to engagement the rewards are there. A 2013 Gallup report into the ‘State of the Global Workplace’ identified growth in the world’s GDP from \$60trillion to \$200 trillion over the next 30 years. In the foreward to the report the Gallup CEO says ‘Countries that double the number of engaged employees in every company will be best positioned to win the lion’s share of the US\$140 trillion in new customers.’ And when it comes to engaged employees the Gallup report says that engaged workers not only produce **147% higher earnings per share** than the competition they also have ‘significantly higher productivity, profitability, and customer ratings, less turnover and absenteeism, and fewer safety incidents.’ With all of that promise it is disquieting that a 2013 Randstad survey identified some **10 million UK workers** who were **disengaged**.

**Can you afford not to take a fresh look at the culture of your own organisation?**

# The 4 main reasons why companies need our help with culture change:

## Example Triggers:

- New IT system implementation
- Process re-engineering
- Merger or acquisition
- Change in leadership
- Downsizing or business restructuring

## Example Triggers:

- Poor financial results
- High employee attrition
- Difficulty gaining new customers
- High number of employee relations issues

The need to obtain employee buy-in for fundamental change within the business.

The business is underperforming.

The need to maintain or create competitive advantage.

The need to make regulatory or legislative requirements a way of life.

## Example Triggers:

- New or tougher competition in the market
- Change in proposition or brand
- Rapid growth agenda
- Need to differentiate or disrupt market place
- Drive to adopt customer experience differentiation
- Innovation a key enabler in the business strategy

## Example Triggers:

- Need to keep up to date with regulatory or legislative changes
- Identified breaches or escalation process flaws
- Misaligned compliance and business functions

# Our What, Why & How

## What we do:

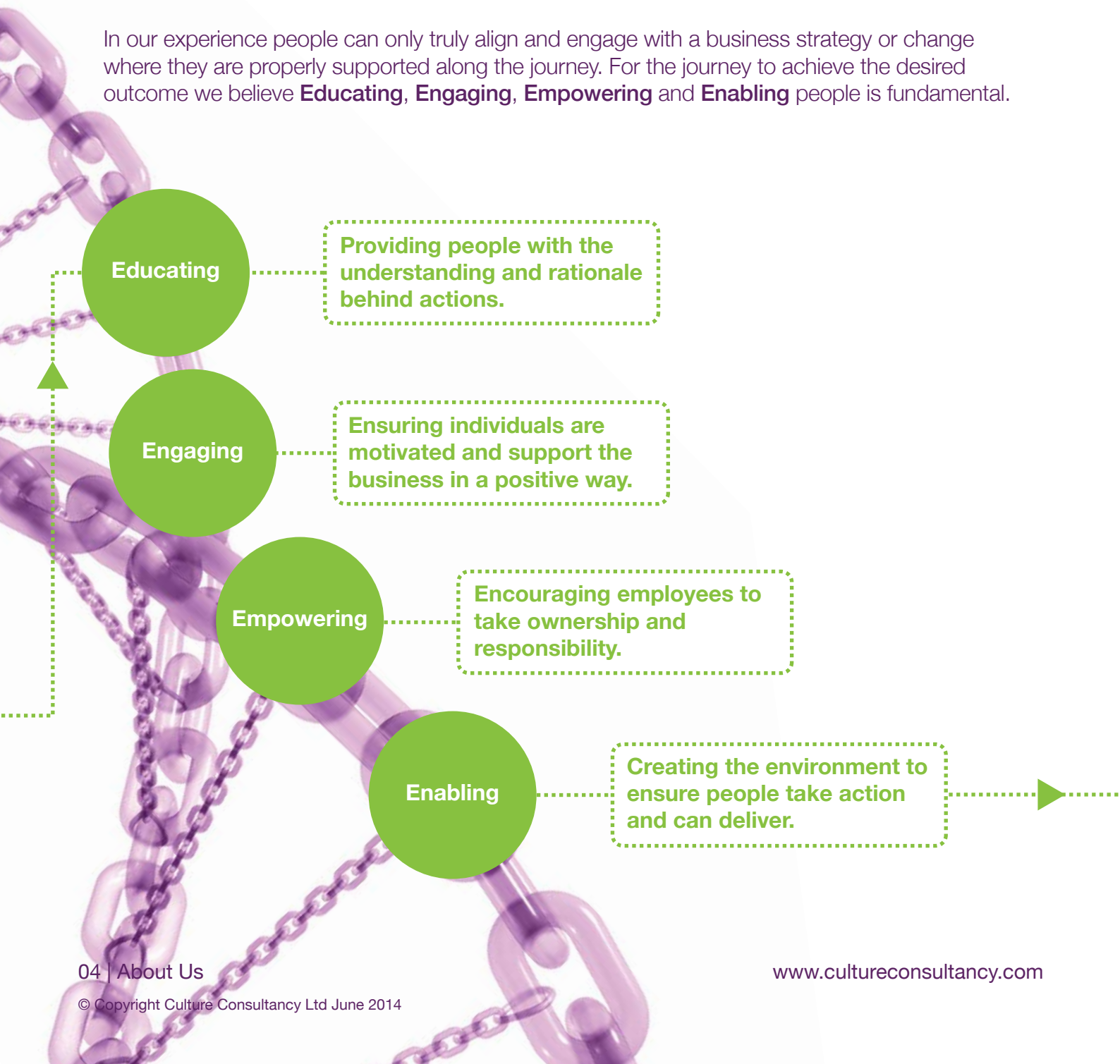
We create alignment between business strategy and the people through whom it will be delivered.

## Why we do it:

We believe that in a commoditised world, competitive advantage and business success can only be delivered by getting the best out of your people.

## How we do it: The Culture Consultancy 4Es Methodology™

In our experience people can only truly align and engage with a business strategy or change where they are properly supported along the journey. For the journey to achieve the desired outcome we believe **Educating, Engaging, Empowering** and **Enabling** people is fundamental.



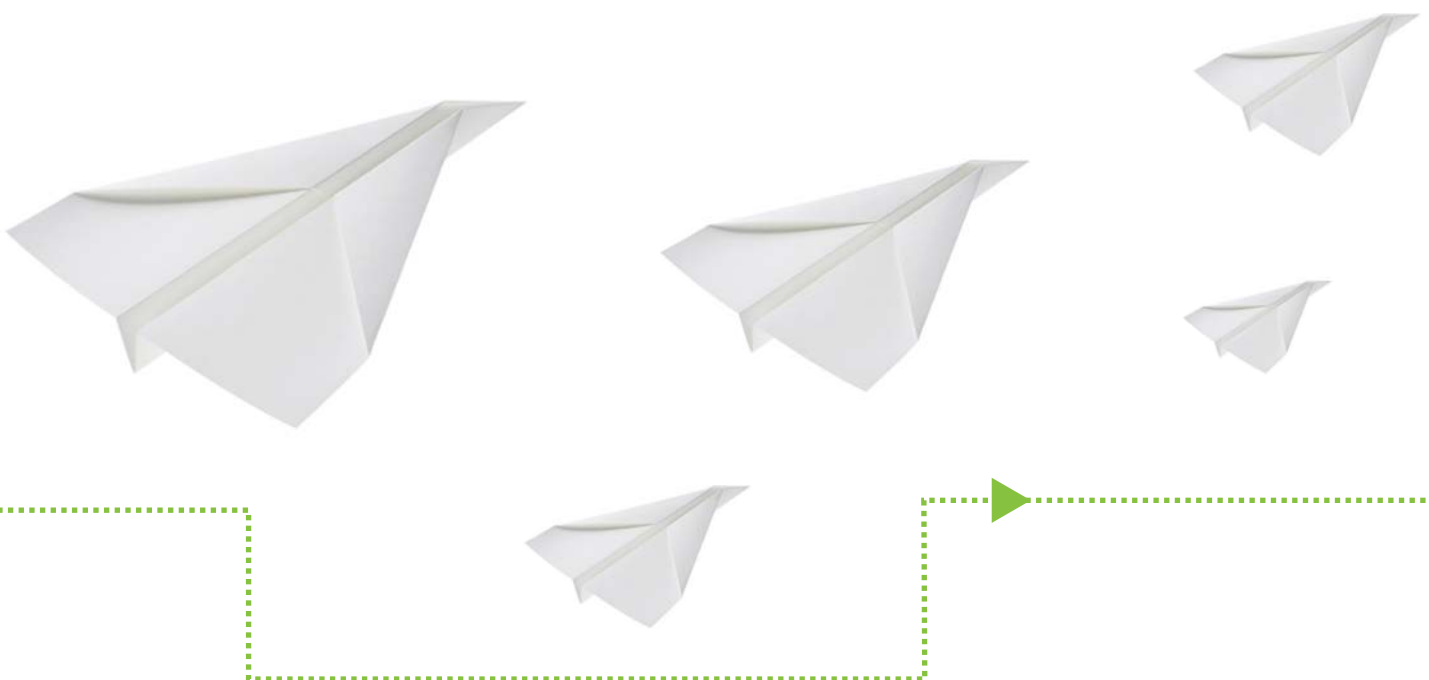
# Our Approach

Whilst we have robust and reliable techniques, tools and methodology, we understand the importance of a flexible approach in order to meet our clients needs. Not all culture alignment starts from the same place or requires the same solutions. We therefore engage with our clients in a variety of ways from high level assessments and analysis right through to providing a full culture change service encompassing assessing issues followed by designing and implementing the solutions.

We're not protectionist, we prefer to work alongside internal teams to align the culture. In fact, we find it works best when people inside the company are actively involved. We therefore flex our resources and costs depending on the clients needs- ensuring that we work on the areas where you need us most and we'll be of most value. Whatever the engagement model; client success, self-sufficiency and achieving sustainability of change in performance is paramount.

## Key principles:

- We're Practitioner Consultants; we don't just tell you what needs doing, we can also carry out the work that needs doing
- We're business results led; employee engagement focussed
- We'll maximise your internal resources and expertise; developing your people for future capability
- Everything we do is bespoke for you; we have set methodology but we're not plugging in someone else's solution
- We fix price wherever possible to give you confidence
- We'll leave you self-sufficient; you won't be long-term dependent on us...although we hope you'll want to work with us again!



# Our Products & Services

Some of our range of products and services include:

## Culture assessments:

- Team, division or overall company assessment
- Compliance and innovation variants available
- Self assessment versions for ongoing monitoring

## Future culture design:

- Mission, vision and values workshops
- Behavioural competency frameworks
- New proposition design principles
- Brand and culture alignment

## Culture change implementation:

- Communications planning/execution
- Leading and communicating change workshops
- Recruitment and induction re-design
- Performance management and supporting HR policies/processes

## Leadership development:

- The Leadership Challenge®
- Emerging Leaders programme
- Board and leadership team facilitation
- Executive coaching

## Employee engagement:

- On-line surveys
- On-line, self-managed solution of measures, resources and activities to improve engagement
- Focus groups and interviews
- Internal communication reviews

## People development:

- Individual and team development
- Masterclasses – Leading at all levels, innovation, accountability, diversity and mindfulness
- Profiling and assessment
- Online resources

## Change programme support:

- Steering group or Design Authority guidance
- Programme/project management
- 'Mind the Gap' facilitation – bridging the gap between functions and locations
- Engagement strategies

# Our Clients

We're experts in people and organisational culture so our expertise can be applied to any sector. The Culture Consultancy team have worked in a range of industries including Financial Services, Manufacturing, Chemical, Engineering, Pharmaceutical, FMCG, Telecoms, Legal, Aerospace, Technology, Travel and Leisure, plus many others. Similarly, we have worked with organisations across the globe, including Australia, The Far East, UAE, Europe, US and obviously our home location of the UK.





# What our clients say...

*"We chose Culture Consultancy above other potential suppliers for their knowledge, experience, professionalism, quality of people and customer values which were closely aligned to Zurich's values. Culture Consultancy helped Zurich to understand, formulate and map out the customer journey through all critical processes and touch points. These journeys became the foundations on which the business operating model was built. With clarity around the customer journey processes, procedures and controls were documented before designing the quotations and administration systems that would support the new business operation. Culture Consultancy quickly deployed excellent quality people to deliver outcomes required by Zurich ensuring the provided insight and challenge throughout. The customer journey process was fundamental for business launch and this process has been embedded in BAU for future business launches. We made the right decision in appointing Culture Consultancy as they fulfilled everything they said they would and provided additional value throughout the business process."*

**Jason Cripps**

Operations Director  
Zurich Insurance Group

*"We asked Culture Consultancy to complete a Culture Assessment across our organisation, spanning 12 countries, as we were keen to clarify our culture after a period of acquisitions and growth. The insight the assessment provided is enabling the Executive team to really articulate the 'Arriva Way' so we can suitably embed this throughout the organisation. The assessment also identified changes we could make to help us to effectively and efficiently deliver our strategic plan and develop an enhanced performance culture. The Culture Consultancy team have demonstrated a pragmatic and flexible approach to the delivery of the project, modifying their approach to accommodate our circumstances, whilst maintaining a clear focus on key deliverables and milestones. Throughout the project I, as the Sponsor, was kept well informed and engaged appropriately, so was always clear on plans, progress, and emerging results."*

**Alison O'Connor**

Group HR Director  
Arriva

*"Derek was able to take a very ambiguous and high level brief and develop a detailed and thorough solution, outlining a clear road map for others to pick up as the programme we worked on moved from a planning in to an execution phase. Importantly Derek was also able to work collaboratively with a variety of stakeholders across the organisation, quickly winning their trust and confidence, which was absolutely critical."*

**Richard Wazacz**

Chief Operations Officer Europe  
Prudential Plc

*"Culture Consultancy provided excellent support in enabling us to identify and act on additional new business opportunities. Working through cultural challenges, they have helped us break down silo working, develop and implement process changes and create new Management Information reporting enabling our various teams to track and act on leads more effectively. The consultants combination of skills and style of working have made them a pleasure to work with – they've delivered a great job and could not have done more for us. As well as delivering against the project objectives, several team members have also benefited from personal development support as well – an unexpected added bonus which has made a huge difference to the individuals."*

**Fidelma Harris**

Head of Individual Sales  
AXA PPP Healthcare

# Our Team

**The Culture Consultancy team are practitioner consultants who have all been accountable in operational roles for delivering business results and who understand and appreciate the value of a positive, aligned work culture in delivering tangible business results.**

We have a passion for implementing positive cultural alignment for our clients by combining leadership excellence theory with practical application. Considered by our clients to be 'intelligent' and 'hands-on', we design and deliver solutions which are 'fit for purpose' with the client organisation. Our team's successes include:

- Undertaking an Organisation Culture Assessment across 12 European Countries, enabling an Executive Team to understand their current organisational culture. We then used this as a key input to define the future culture required to support their growth strategy.
- Leading the overall design of a new Financial Services business in Poland for a Global Insurance company which incorporated adapting best practice from Asia and the UK for the Polish marketplace.
- Supporting a European market leader to develop a new organisation culture, which would enable the business to double in size in 5 years.
- Redefining company values of a visitor attraction and engaging people in new ways of working resulting in improved employee engagement with revenues increasing by 32%.
- Rightsizing, centralisation and culture alignment programme for a pan European asset and investment manager.
- Enabling alignment of people and processes across multiple sales teams for a health insurance company with a resultant increase in the volume of leads by 22%.
- Redefining mission, vision and values as well as shaping and implementing the employee engagement programme for 3 zoos/safari parks.

The Culture Consultancy team believes that business success is achieved through the development and empowerment of engaged people- whether they be leaders, managers and employees or customers, suppliers and partners. With every project we work with the people within the organisation to ensure we maximise the impact of our work by transferring learnings as we go. This enables our clients to be self-sufficient and hence sustain the change of performance achieved.

# Our DNA

Whilst we're on the topic of culture, what's the culture like within Culture Consultancy?

## Our Philosophy

**Delivering excellence is the only option:** We put the same energy, optimism and tenacity into every project.

**Communicate, communicate, communicate:** The more we know and the more we help others to know, the more aligned we can be.

**Flexible is our middle name:** We deliver in a way our clients need us to deliver, our team work in a way that suits them and partners have multiple engagement options for a win-win.

**Give back generously:** Use the benefit of our resources to help others flourish.

**The whole really is greater than the sum of the parts:** A joined up team who deliver, support and trust each other and have a laugh along the way will succeed.

**Wear the other shoes occasionally:** Spend time looking at the world from the perspective of clients, team members, suppliers, partners and the community, it improves our judgement.

**Failure doesn't exist:** Every piece of feedback allows us to improve performance.

**Perfection is a state of mind:** We strive to do the best we can for our clients, teams and partners. Perfect we don't claim to be but passionate we are.

**Do the right thing:** Being open and honest engenders healthy long term relationships.



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## ..... Contact Us

If you have any questions about the content of this PDF or if you would like more information about the services we offer, please feel free to contact us on the following:

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