

Leading Culture Transformation

A New Home, A New Strategy

Culture is a potential “asset” of all organizations. It develops whether intended or unintended, actively directed, or left to happenstance.

At best, culture can be an asset that enables, energizes, and enhances human behavior - and when wisely utilized, it can accelerate and sustain business results. At worst, culture can be a drag on productivity and emotional commitment. It can lead to underperformance and undermine long-term success.

In either case, an organization’s culture can be consciously steered and influenced to either enhance the impact it has on performance or reduce the resistance it can have on behavioral change.

When these two giant companies merged, company executives expected some cultural differences between two merging companies, but they didn’t understand the extent of those differences, or what they really mean.

A Need for Culture Planning

SESIL PIR Consulting was hired in 2017 to support the undergoing merger leading the new operations agenda by keeping the people perspective; ensuring culture doesn’t jeopardize the integration, but also becomes the driver of motivation and the productivity post-merger.

We supported the organization by:

- Clarifying purpose and strategy: Led two mission-specific workshops with top leaders of the two companies to close the potential gap between (1) where leaders think and where they are in organizational decision architecture; (2) leader and employee disconnect on the value of authenticity & integration. Partnering with HR leadership to analyze collected information and brainstorm actionable solutions
- Driving people-focused culture transformation: Led two mission-specific workshops with top leaders and change drivers of the two companies to orient understanding of current state and to formulate alignment towards a common future.
- Developing transformative people leadership: Delivered several sets of trainings aimed at self-discovery and human way of leadership as skill building/ re-building activities.
- Re-imagining employee empowerment practices: Reviewed two different Human Resources practices to assess which may best support the aspire-to-state; where needed, introduced new design elements.

A Multi-Pronged, Long-Lasting Solution

The outcomes of the above activities included:

Clarifying purpose and strategy

- Differentiated Capability Identification
- Unique Value Positioning
- Mission, Vision Restatement
- Culture Values and Principles Formation (Group)
- Leadership Narrative Formation
- Leadership Values Identification (Individual)
- Leading by Example (Action Plan)
- Culture Map of Authenticity, High Standards and Shared Responsibility

Driving people-focused culture transformation

- Culture Assessment Results
- A Strategic People Vision (at Behaviour Level)
- Prioritization of Strategic Themes & Initiatives
- Success Measures
- A Strategic Communication Plan

Developing transformative people leadership

- Leadership Behaviors (at Practice Level)
- Leading by Example (Action Plan)
- Culture Map of Authenticity, High Standards

Re-imagining employee empowerment practices

- A Brand-New Performance & Reward Philosophy
- A Refined Talent Acquisition Process
- Strengthened Decision Making & Communication Channels

Fast-Tracked Results, On-Going Support

The level of change required for a culture merger of this size would typically entail three years to five years change management planning, coordination, and operationalization. SESIL PIR Consulting streamlined this process to produce an actionable program in just 12 months, plus the extended supervision support. The client credits SESIL PIR Consulting with providing “...a model that helped us organize our strategic thinking and actions into manageable units. Without [this new model] we wouldn’t have achieved the behavior change, productivity results and current progress on our strategic plan.”

While the strategic phase of planning has been completed, SESIL PIR Consulting continues to coach the leadership team and provide support through upcoming complex operational changes.

Contact Us

We are specialized in leading organizational transformations. From managing culture change to scale-up opportunities to mergers and acquisitions, please contact us at [sesilpir.com](https://www.sesilpir.com).