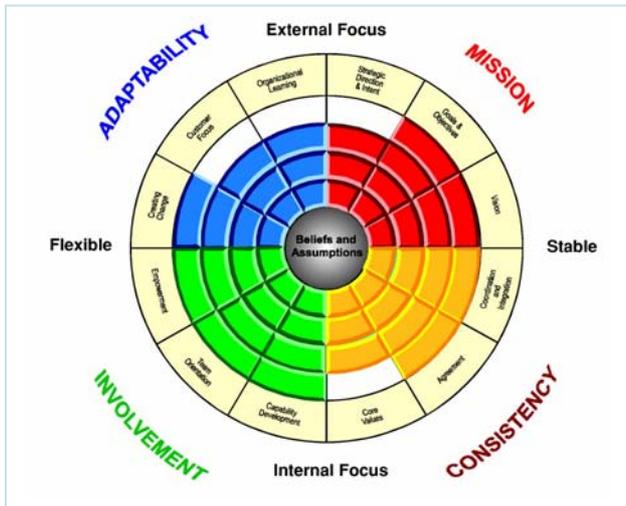


Towards a performance culture in a media company



The challenge from the client

A more intensely competitive environment meant the client needed get a tighter fit between way the organisation needs to operate and the culture that would support this way of working.

The new culture needed to support:

- A strategy that was more connected with the market place and consumer needs and desires
- A greater degree of engagement from the staff towards this strategy
- Clear performance standards and the organisations ability to meet them consistently
- A greater degree of team orientation and integration between the various functions of the organisation

Therefore, there was a need find those elements of the culture that should be retained and built upon, and those which needed to be influenced and changed over time.

The approach we took

A model of culture that correlates strongly with organisational performance was used and the whole organisation bench marked against it. The results were then used to identify the gaps in culture overall, but also where sub-cultures existed, whether for good or for bad.

The results were then fed back to all staff in small functionally based focus groups which worked towards some positive suggestions on where the culture needed to be developed and how this might be achieved, very high degrees of engagement were experienced within this process due to its inclusive nature.

The results of these focused groups were then fed back to the senior management group who then drew up a clear process for moving the overall culture forward, but also establishing local action plans within the various functions of the organisation.

Action plans were then built and are to this day currently being delivered with some very clear measurement and performance criteria to evaluate progress and highlight the need for re-planning where necessary.

The results delivered

Tangible and identifiable shifts in behaviours and attitudes are being seen which align towards a more focused, pragmatic and performance orientated approach with the organisation agenda dominating political ones which is a big step forward for the client. A re-survey using the culture model is now planned to check progress.