



Reach your Strategic Goals – with the Help of a “Strategy-Based Cultural Change”

You have defined your strategic direction. But which measures are now necessary in order to align your organisation to the set strategic goals? Does the present business culture offer the right basis to reach your goals? With our approach of a “strategy-based cultural change” you will reach your goals in an efficient and effective way.

The majority of the strategic changes do not fail because of wrong goals but because of a business culture which hardly supports the strategy. Either because of the fact that the set goals have not been made clear for the members of staff or impediment factors have not been identified or measures have just been ordered top-down without integrating the members of staff in an appropriate way. The result is usually a strategy that has not been put into practice which eventually results in economic failure and another reorganisation.

With the help of a systematic cultural change process in form of the “strategy-based cultural change” your goals are clearly communicated to the members of staff. Additionally impediment factors are eliminated and positive elements are reinforced. The key to the successful change management is a supplementary top-down-bottom-up analysis which reveals existing areas of tension. It is only in this way that a stringent set of relevant fields of action and of consolidated measure packages can be defined which is supported by your organisation and is dealt with by clearly defined people in charge. Dozens of single measures which are difficult to coordinate and thus hardly effective can be avoided in that way.



Dr. Oliver Kohler
Managing Partner HPO AG



Dr. Thierry Lalive d'Épinay
Managing Partner HPO AG

Are you familiar with these situations?

- You feel that your organisation cannot exploit its full potential. You presume that the present business culture prevents your organisation from exploiting this potential.
- You have carried out your periodical strategy review. Now you are facing the challenge to align your whole organisation, in other words all your members of staff, to the new goals and to implement appropriate measures. Consequently the present business culture must be changed in a way that it supports best possible the achievement of the new goals.
- You have decided to merge two parts of the organisation or even two separate organisations. It is now a question to create one new single business culture out of the two existing business cultures which is aligned to the strategic direction of the merged unit.





Hanspeter Kurzmeyer
Head Private Clients
Switzerland, Credit Suisse

“Change processes in a company require a strong vision and a careful change-management process. These factors will help you to be successful.

Hereby we have been accompanied by HPO with its methodology of a ‘strategy-based cultural change’ from the very beginning. Thanks to innovative workshops the different cultural initial positions were recorded with the help of illustrations. These impressive illustrations have helped us visualise clearly the different cultural origins and define a common target culture aligned to the vision.”

Private Clients Switzerland, Credit Suisse

Create Optimal Conditions for the Integration of Two Business Units

When members of staff coming from two different divisions merge in one new unit, there is not only the risk of business-cultural tensions. At the same time there is also the unique chance to create a new business culture which helps reach the common goals in a perfect way.

Besides the branch network Private Clients Switzerland (PCS) also serves more than a million private clients of the major Credit Suisse bank in the Swiss market. The segment level was raised from 250 000 CHF up to 1 mio CHF in order to offer the best possible service to the clients and to enlarge its consulting competence all over the country. The result of this is that about 400 customer consultants coming from the unit Private Banking Switzerland (PBS) are offering their consultant competence in PCS now.

From the reference date on about 1000 customer consultants coming from two very different business cultures worked together in the unit PCS.

Goal of the Project

Primary goal of the project was to create optimal conditions for a successful integration of former private-banking customer consultants into the private clients organisation of CS. This should result from a common comprehension of the present cultures by defining an optimal target culture as well as by deriving appropriate measures and implementing and anchoring them in the daily business.

Approach

Based on the approved HPO methodology “7C® Culture Plan” the project approach was planned according to the exact requirements of Credit Suisse. Particular importance was given to the representative choice of the members of staff for the so called “Cultureworkshops”. The top two management levels were involved besides the customer consultants. In all Swiss regions about 10% of members of staff participated in all-day workshops and acted as disseminators of the information.

“The top-down-bottom-up approach guarantees the commitment of the whole organization.”

Structure of the Workshops:

1. Communication and reinvention of the ambitious goals of the new organisation
2. Illustration of the present cultural basis with the help of illustrations,; evaluation with regard to the goal
3. Definition of the target culture, which supports best possible the strived goals and – as the most important result – definition of measures and their implementation.

- Verständnis der bestehenden kulturellen Basis
- Eckpfeiler der Kultur zur Verankerung der Wachstumsinitiative

- Konsolidierung
- Ableiten notwendiger Massnahmen

- Initialisierung Implementierung der kulturellen Basis (konkrete Massnahmen)
- Implementierungs-Controlling

2009		2010	
Juli – September		August – Oktober	
		November – Mai	
Projekt-kommunikation HPO-Methodik-Training	Kulturworkshops	Konsolidierung der kulturellen Basis für Wachstumsinitiative ■ «Top down» durch Interviews mit Management ■ «Bottom up» aus Kulturworkshops	Ableiten notwendiger Massnahmen
Interviews mit Regionenleitern und Departementsleiter	Analyse kulturelle Basis Ableiten Eckpfeiler Kultur aus Strategie Evtl. Initiieren von Sofortmassnahmen		Implementierung (ggf. Schulung) der konkreten Massnahmen
			Aufsetzen und Sicherstellen Implementierungs-Controlling



Results

Few but nonetheless important fields of action such as the “formation of employees” or “process organization” could be derived from the initial conversations with the head of the department and regional heads as well as from the findings in the “culture workshops”. On the basis of these findings target oriented measure packages were derived and appropriate project instructions were phrased which were handed onto the clearly defined project manager. The illustrations made in the workshops, which demonstrate the current business cultural bases of an organization very concisely, are of major importance. The top management seized its chance and showed a selection of these illustrations during an important management event and pointed up the need for action.

Further approach

In advance some activities in the various areas of responsibility were developed for certain fields of action so that particular measures could be realised shortly after the end of the project. Specific projects were launched for the other fields of action. A central field of action concerns the process organization. With the help of suitable structures, systems, processes and

working techniques the efficiency and effectiveness of the members of staff should be increased substantially. This is how the condition to strive the ambitious goals of the new PCS organization is created.

“Considerations concerning business cultural bases lead into precise measure packages which are aligned to reaching strategic goals.”

This example shows how business cultural and thus soft considerations eventually lead to very precise so called hard measures. These measures are supported by the organization as a whole because they have their origin in a consolidation process in line with the top-down-bottom-up approach. This largely supported commitment is a condition so that strived strategic changes can gain ground in the whole organization and can thus be realised successfully.

Aktivität 1: Gemeinsames Verständnis der Strategie

Brainstorming & Clustering der Strategie-Aussagen



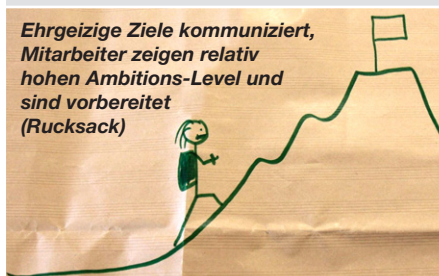
Priorisierte Aussagen mit Begründung

- Kundenorientierung
 - Basis des Geschäfts
- Qualität
 - Grundlage für Kundenzufriedenheit
 - Basis für Empfehlungen
- Beratungsprozess
 - Basis für Differenzierung
 - Identifikation von zukünftigem Potenzial

Aktivität 2: Gemeinsames Verständnis der bestehenden kulturellen Ausgangslagen

Typische Manifestationen Ist-Situation

**Ehrgeizige Ziele kommuniziert,
Mitarbeiter zeigen relativ
hohen Ambitions-Level und
sind vorbereitet
(Rucksack)**



Ableitung der Werte mit Ist-Ausprägung

gleichgültig ambitioniert

Aktivität 3: Entwicklung einer auf die strategischen Ziele ausgerichteten gemeinsamen kulturellen Basis

Soll-Ausprägung der relevanten Werte

gleichgültig ambitioniert

Beschreibung Zielzustand

- ...
- ...
- ...

Vorschlag von Massnahmen

- ...
- ...
- ...

- kulturelle Basis OE 1
- kulturelle Basis OE 2
- kulturelle Basis NEW OE

Are all the industries the same?

It is amazing to see again and again how similar ways of looking at a problem are in different industries and how approved approaches can even be adopted from other industries. Industrial processes, for example, fit perfectly in the environment of financial service providers. The HPO-methodology is based on common patterns and ensures that the best possible solutions can be developed.

On the other hand industries differ. Processes are the same, but the contents are completely different. The terms, the languages are different. In the environment of a banker you cannot use the vocabulary of a steel worker and the other way round. In other words apart from the capability of abstraction and the transfer of concepts the basic skills of a HPO consultant also include a profound and specific knowledge of the different industries. We maintain and develop systematically our know-how and our experience in the following industries:

Finance

Banks, insurances and Private Equity

Information and communication technology

Application developers, Telecom providers, ICT Service providers, system providers

Industry

Steel sector, mechanical engineering, plant construction, building industry

Further industries

Chemical and pharmaceutical industry, Life sciences, Power sector, Non profit-organisations, Aviation, Public sector, Transport, Healthcare, Trade and consumer goods, Media

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Our Name is Program: We are Management Consultants for High Performance Organizations

High performance begins with a consistent strategy.

Together we will develop or assess your strategy.

We design your high performance organization.

We ensure its implementation.

We will improve your performance with our own proven methodology.

The value we add exceeds our costs by at least a factor of ten.

We accept performance based fees. And we have good reason.

Step by step.

To success.



Intensive Seminars

Have we aroused your interest? Then take part in one of our intensive seminars.

Contents

Basics of the integral methodology approach, focus on a single topic, presentation, reference to a project from the practice

Dates and topics

- Nov. 11th, 2010: Business culture – the undervalued “soft factors”
- Jan. 27th, 2011: Operationalisation through microdesign

Time

14.00 to 18.00, dinner

Further information and inscription at www.hpo.ch.