

Company Culture and Leadership Development: Keys for Transformation

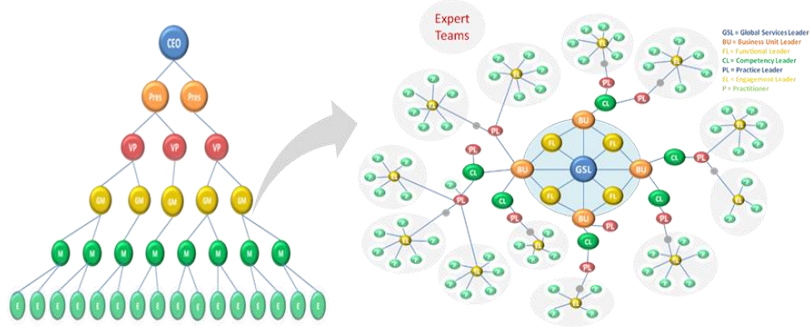
By Bob Giacometti and Peter Lyons

The transformation of your services and solutions organization can help to improve your competitiveness and fuel your growth.

Keys for Change - by strengthening two critical areas of transformation:

- **Company Culture** - the glue that enables your strategy and holds your operating model together; and
- **Management and Leadership** – the capability to align and motivate people around your vision and mission;

Learn how you can enable your organization to develop, understand, align and execute your vision and strategy to achieve desired results sooner by developing a cultural change plan and the capabilities of your leaders.



OVERVIEW

Are you ready to transform your organization? Unlike more traditional hierarchies, many of today’s transformed organizations look more like “virtual” networks of expert teams, formed to meet rapidly evolving customer needs. These teams of individuals, selected for their “customer valued” skills, solve problems more quickly, improving competitiveness for both client and firm alike.

Rather than just products, they use fee-based integrated offerings of products, services and solutions in partnership with clients and others, to accelerate growth and achieve mutual advantage.

This often requires significant changes to existing company culture, how the business is managed, and how they lead and engage their people. Customer-valued skills and shared goals for development, achievement, and growth are the new normal and dynamically allocating them to new opportunities becomes critical for the sustained success of individuals, organizations, customers, and partners.

Lou Gerstner, former IBM Chairman and CEO, told a group of Harvard MBA students that his first step at IBM “...was to integrate inside of IBM so they could integrate for their customers on their premises”. This meant changing IBM’s internally focused company culture and leadership style. Sharing plans, assets, intellectual capital, and expertise more collaboratively was required to better serve the customer. Gerstner said he learned at IBM that culture wasn’t just one of the things you talk about - it was “everything”.

For a closer look at how developing a more customer-centric company culture and leadership style can enable your transformation and help differentiate you from your competition, follow the following link to get the full White Paper, as well as other related articles.

[Company Culture & Leadership Development: Keys for Transformation](#)

WHAT CAN YOU DO?***Start a Cultural Plan Development Initiative***

As evidenced at IBM, the first step you can take is to get a better understanding of your current company culture. Seek to discover what elements work, which do not, and what you need to add or change to better serve your current and future customers, your employees, and your stakeholders.

Cultural elements might include current vision, mission, business goals, strategies, operating principles, basic beliefs, management principles or other relevant statements and documents.

Key steps include:

1. Documenting the organizations current culture and behavior patterns that drive performance today.
2. Studying proven “best practices” of successful customer-driven organizations.
3. Engaging key executives and thought leaders to discuss and validate each element
4. Identifying gaps between your current state and your desired future state.
5. Creating an agreed-upon set of Cultural Statement Elements to form the bedrock of your new organization. Include simple and direct statements for your new:
 - ✓ *Culture* – the basic beliefs, management style, operating principles, and desired behaviors of the organization and its employees.
 - ✓ *Vision* – describe the future as a source of inspiration and motivation.
 - ✓ *Mission* – define what the organization will do.
 - ✓ *Business Goals* – outline the specific goals to be achieved and metrics to be used to support the mission and track progress.
 - ✓ *High Level Strategy* – detail what the organization is trying to accomplish.

Create an Internal Culture and Vision Communications Plan

Either as a part of your ongoing communications plan, or as a stand-alone effort, communicating your Culture Plan effectively is a critical step to:

1. Enabling the new Culture and Vision.
2. Educating / Inspiring all employees to demonstrate the desired behaviors.
3. Increase buy-in / build commitment towards achieving the mission and goal.
4. Recommended for use in:
 - ✓ Facilitated workshops with senior leadership team to clarify and fine tune
 - ✓ Communications across the organization – all meetings and publications
 - ✓ Inclusion in all management, leadership, individual development programs

*Organizational Readiness***Launch a Transformational Leadership Development Effort**

Whether part of existing or complementary to ongoing management and leadership education and development, key elements for transformational leadership should be designed for:

1. Helping all managers and leaders understand their roles in enabling the transformation - within the context of the new culture and vision.
2. Providing fair and consistent management practices across the organization.
3. Understanding and adapting their management and leadership styles to others for better working relationships.
4. Content and delivery for all should include practical “real time” ways for enabling the culture and to ensure that the vision is clearly understood and communicated, that all are aligned, and that it is implemented effectively.
5. Further development content should be tailored for each group’s role in leading the transformation, and might include for:
 - ✓ *Leaders*: creating a more collaborative environment; inter-generational leadership; leading high-performing teams; project management; communicating effectively ...
 - ✓ *Managers*: above plus managing change; understanding and managing expectations; strategic staffing; engaging and performance; rewarding; building diversity; directing and delegating; creating a motivating environment; coaching and mentoring, 360° Leadership; etc.
 - ✓ *Collaborative Leadership*: all leadership and management development elements above, plus focus on best practices of the most successful “collaborative leaders” at top global organizations; targeted Individual/Team Development Plans; and expert Mentoring to ensure “real-time” business application.

METHODOLOGIES AND DELIVERY

The INSIGHT Group has worked with many clients seeking to transform their organizations. In our experience, the most effective learning and development techniques include multiple learning methodologies, such as:

- ✓ Patterned meetings / focus groups / interviews to define organizational / individual requirements.
- ✓ Self and 360° Assessments – knowing oneself is the key to understanding the needs of others.
- ✓ Facilitated Interactive Development Seminars / Workshops.
- ✓ Targeted Exercises / Case Studies / Action Planning for “Real-time” problem solving and Action Planning.
- ✓ Post-Workshop Assessments, Online Self-study, and Progress Reporting.
- ✓ Expert Mentoring and Development Resources.

INSTRUCTORS

Peter Lyons, Partner
Cultural Plan Development

Peter has extensive experience as a business coach and practice leader. He spent 10 years in DuPont's in-house business consulting organization where he led both the Strategy Execution and Services Business Growth practices.

He helped design and deliver a Six Sigma based Marketing and Innovation Process Champion training program to hundreds of marketing and technology executives. This leadership certification program is designed to train the future leaders of DuPont. Peter was also certified as a marketing black belt by DuPont.

With 30 years of business management experience at DuPont, Peter has held management and professional positions in research, product development, sales, marketing, and business strategy. As a practicing scientist in basic research he received a number of patents.

Peter is the lead instructor and facilitator for the Cultural Plan Development Offering. Please contact Peter at (302) 507-5136 or pflyons@insight-group.com.



Bob Giacometti, Managing Partner
Management and Leadership Development

Bob leads INSIGHT's Human Resources and Talent Management Practice. By applying broad HR leadership experience he helps clients develop and align key HR programs with evolving business strategies and processes. He also provides management and collaborative leadership development for individual and organizational growth - as both an educator and mentor.

As the IBM Global Services HR leader, he led efforts to develop new global partnerships and IBM's Global Solutions Institute framework for skills and leadership development. As IBM's Asia South Pacific Area HR Operations Leader, his team developed new management and leadership development programs that helped improve business results and increase staff engagement and commitment across 17 countries.

Bob was also Vice President of The Rockefeller Foundation, driving new programs for developing executive leadership skills and increasing operational effectiveness and staff commitment by over 30% in the Americas, Africa, Asia and Europe.

Bob also served as the Vice President at the National Action Council for Minorities in Engineering - a leading U.S. minority engineering scholarship and development provider.

Bob is the lead instructor and facilitator for the Management and Leadership Development Offering. Please contact Bob at (203) 746-4171 or giaco@insight-group.com.

THE INSIGHT GROUP

A 'Best Practices' skills-transfer management consulting firm focused on helping companies transform and implement high-growth services and solutions strategies. The INSIGHT Group is also an in-depth provider of Cultural Plan Development and Management and Leadership Development programs for transforming organizations. Visit us at www.insight-group.com

WHAT OTHERS SAY ABOUT US

“INSIGHT has a different model... value comes from their depth of expertise...”

“The INSIGHT team demonstrated a high level of understanding and expertise... and what it takes to be successful.”

“Both the cultural segment and management training programs were terrific...excellent content and well presented by all.”

“Very impressed with the self-assessment analysis...enlightening - many of the participants are already using and acting on what was conveyed in the workshop.”

“The materials, intellectual capital, and individual’s knowledge base were all valuable. Definitely gave us a lot to think about... every one that attended will be using the knowledge that they gained and be more effective managers.

“I honestly believe it was some of the best time I have spent in such an event, in all of my years in the IT sales world...you played on your past in such a way to show credibility, but not lecture about the “old days/ways” - and I found that to be truly refreshing!”