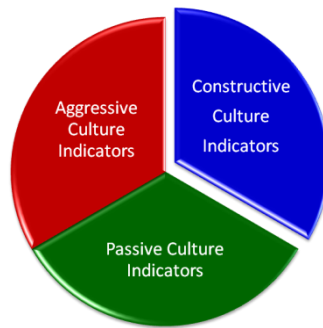


ACHIEVEBLUE Case Study: Major Financial Institution

Organizational culture provides the underpinnings and foundation for organizational performance. Far beyond policies, procedures and process, organizational culture identifies and measures the attitudes held by employees and the behaviours that are expressed as a result. It is about people. It is about the impact their leaders have on those attitudes and behaviours. It is about the reality that everyone owns culture and contributes to it with every action, every day on the job. It is what allows winning organizations to attract and retain top talent. It is a key enabler of the achievement of strategic objectives, and must be a primary ingredient in strategic planning.



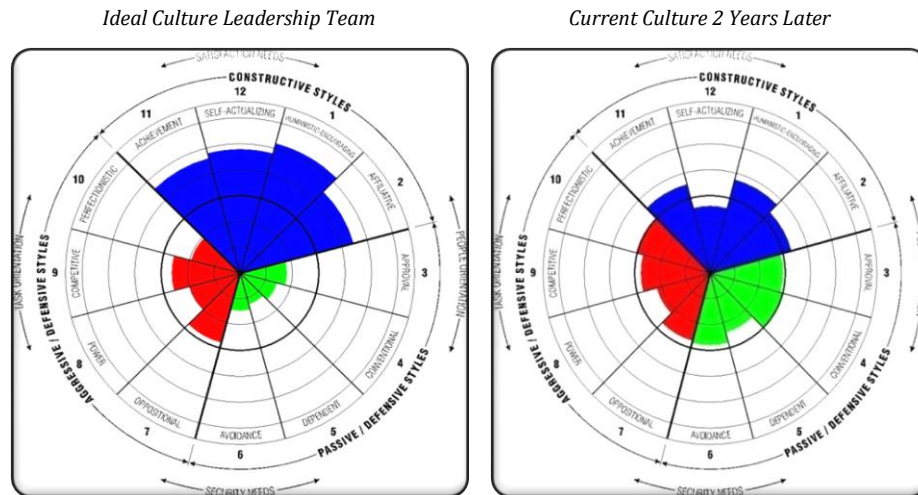
The alignment of culture with strategy is essential for sustained organizational success. To do this, constructive attitudes and behaviours related to achievement, innovation, professional development and collaboration must become embedded in the everyday workings of the organization. In our assessments, these attitudes and behaviours are coded as blue. At the same time, the organization must reduce unhealthy levels of aggressive attitudes and behaviours related to perfectionism, internal competition, power and opposition. These attitudes and behaviours are coded as red. In addition, passive attitudes and behaviours related to unhealthy levels of dependency, avoidance, relying on convention and approval seeking must be addressed. These

attitudes and behaviours are coded as green.

The new CIO of a large financial institution was determined to move in an entirely new strategic direction. As changes were being introduced and resistance encountered, an organizational culture of alignment and acceptance was needed.

Process: An organizational alignment project, entitled The Champion Within, was undertaken in the Systems and Technology division. Everyone in this 2,500 person technology division took part in this initiative. It started with the senior management team and eventually rolled out to all team members.

Each level in the organization took part in the roll out of the Champion Within process as an intact team. During each session, the culture results were presented prior to each leader receiving either their Leadership Impact report or each team member self scoring their own Life Styles Inventory. This is done deliberately so that people feel compelled to consider changing their individual attitudes and behaviours in order to create the Constructive culture needed to support their strategic plan. The Group Styles Inventory was then used after a simulation to allow the intact teams to gauge their team effectiveness and to begin the action planning necessary to align their team performance with the organization's vision.



Some examples of results shared by members of the leadership team:

1. Creative ideas flowed. Solutions better suited to business requirements were identified and shared amongst the project teams
2. The leadership teams moved from silos to the sharing of people and resources
3. The hiring profile for managers changed from a focus on task management only to a balance of task and people management skills.
4. Other results included a 10% increase in cost savings per annum and an increase of 33% in on- time project deadlines and increase in client satisfaction.
5. The internal IT department became the vendor of choice of the business units who now are less inclined to use outside consulting firms as their technology providers.