## ACHIEVEBLUE Case Study: Multinational Insurance Company

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.
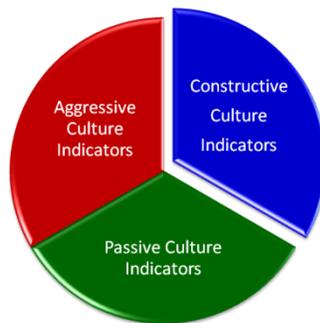
The alignment of culture with strategy is essential for sustained organizational success. To do this, constructive attitudes and behaviours related to achievement, innovation, professional development and collaboration must become embedded in the everyday workings of the organization. In our assessments, 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 IT management team in this multinational insurance company was looking for a way to align the culture of their division with a whole new strategic thrust that required a wholesale change of their current technology. This caused a rift in the organization between "veteran staffers" and the newly hired whose newer skill sets were seen as threatening.

Process:

"The Leader Within" was implemented as their Organizational Alignment Process and their solution to bridging the growing gulf. Intact teams, starting with the senior managers, were trained in Creating a Leader, Team of Leaders and Leadership Impact. High potential team members were then assigned the role of Continuous Improvement Leaders and, after a train the trainer activity, they became responsible for the follow up sessions devoted to team goals and objectives.

Results:

- After only two years, the success of the culture change was so significant in terms of <u>employee engagement and breakthrough collaboration</u>, that the decision to outsource was rescinded.

- Senior management agreed to <u>extend the funding</u> for the high performance culture initiative.

- The older workers were actively engaged in <u>multigenerational task forces</u> designed to identify <u>knowledge sharing opportunities, innovative ways to cut costs and decrease outages and the</u> promotion and engagement of all employees no matter their age