PEOPLE & CULTURE

Corporate culture matters.
*"How management chooses to treat people impacts everything for better or for worse."* - Simon Sinek
*"Corporate culture eats strategy for breakfast."* - Peter Drucker

Organizational Culture
Organizational culture, or company culture, is defined as the underlying beliefs, values, principles, and ways of interacting within an organization. Culture defines and creates a unique environment to work in. Things such as organization’s expectations, vision, philosophy, image, interactions within the office and outside of the office are also part of organizational culture. Employees behavior and the way people interact with each other and how the communication is executed are all part of organizational culture.

Focus areas
The main goal of corporate culture is to adapt to the external environment and create internal integration and cohesion. In order to accomplish this task, we need to understand the hidden personality of a company to be able to change it effectively from within. Therefore, we have identified three focus areas, which allow us to analyze your prevailing company culture and show you where possible gaps can be found and where opportunities are not being used;

- Organizational Behavior: value statement, leadership practice, flexibility and autonomy, employee and manager dynamic
- Organizational systems: hiring process, development and training, strategy and goal setting
- Organizational practices: Company events, feedback process, decision making, rewarding, promotion

Our goal is to optimize your corporate culture for success and to optimally align it for future challenges.

Our Approach

**Assessing your organization type**
- Culture Assessment
- Competing Value Framework

**Understanding external dependencies and opportunities**
- VUCA World
- Trend Radar
- SWOT Analysis

**Defining your company vision and mission statement**
- Vision
- Mission
- Values

**Defining culture lever based on internal and external needs**
- Vision & values
- Behaviors & language
- Recognition & Systems

**Defining an action plan**
- Defining suitable concepts
- Organizational structure
- People management
- Process management
- Technology used within the organization

**Incorporating key measures for continuous improvement**
- Onboarding/Offboarding
- Employee experience
- Feedback loops
- Communication
- Employee satisfaction

**Engaging and coaching leadership**
- Culture compliant leadership
- Communication management
- Coaching-management
- Drive innovation & technology

Challenges

- People
- Change
- Lack of leadership & direction
- Lack of transparency and clarity
- Lack of commitment and motivation
- War of talents

- Structure
- Strategic misconduct
- Unprepared organization
- Learning and development
- No suitable infrastructure
- Work 4.0
- Office space

- Environment
- Missed trends
- VUCA World (Volatility, Uncertainty, Complexity, Ambiguity)
- Economic, social & ecological changes
- Rules and regulations

Deliverables
- Maturity assessment of the cultural readiness (organization types)
- Analysis of the required external and internal dependencies for organizational & cultural changes
- Definition of the strategic direction and thus the corporate vision based on organization values.
- Dedicated action plan based on the results to implement the desired strategy
- Definition of measurable KPI’s and continuous improvement checkpoints
- Guidance & C-Level Coaching to prepare the transition
- Introduction to the VUCA world and Agility

Benefits
- Increased productivity of employees
- Improved employee health and wellness
- Reduced absenteeism and turnover rates
- Increased customer satisfaction
- Enhanced employee engagement
- Higher levels of innovation & technology
- Efficient transition in the implementation of processes and systems

Culture types
- **Clan**
  The organization is like a big family, where decisions are made together. People share a lot with each other, and managers act as coaches for their teams.
- **Adhocracy**
  The organization is a very dynamic entrepreneurial place. People are motivated and have a lot of autonomy. Everyone is driven to create the best product together.
- **Hierarchy**
  The organization is a controlled and structured place. Formal processes and procedures generally govern how and what people do.
- **Market**
  The organization is results-oriented and strives for speed. Getting the job done and keeping the customer happy is the primary focus. People are competitive and performance-oriented.

Contact
Tatevik Brändlin
Senior Business Analyst
Tatevik.braendlin@elca.ch
Tel 044 456 37 91
https://www.elca.ch/de/advisory