



Paris Phoenix Group

Case Study: Organizational Culture Assessment & Change Process

This is an example of a process we have used successfully with several companies, and tailored the approach to the size of the company or group. Each culture assessment is unique to the client organization's internal culture.

Subsequently, the change process is also unique to support the business strategy and reinforce the culture they desire.

Business Context

An insurance company of approximately 300 employees identified a need to shift how they work and how they work together to achieve their vision and strategy. Together, we discussed the critical role of culture as a key driver in achieving the desired future state.

Culture Assessment

The initial culture assessment was conducted in three phases including workshops with employees to obtain detailed information about how they defined the organization's current, interviews with leaders to assess the critical culture attributes required for achievement of the future business strategy, and an all-employee on-line survey to assess the current culture assessment. This three-step process was aimed toward uncovering the gaps between the current culture and the culture needed to achieve future business objectives. As a result of this initial assessment, a strategy and culture change framework was designed including recommendations (with input from employees and leaders) for how to close the biggest culture gaps – five overarching areas were identified for change.

Culture Change Process

Following the assessment, culture change teams of both employees and leaders were created to drive culture change in each of the five areas. Teams were responsible for owning recommendations and processes to move the culture forward. For example, organizational core values were created based on the "aspire to" culture, a leadership and employee competency model was developed in alignment to the culture gaps, and the performance management system was re-vamped. In addition, training and development curriculum was aligned to the competencies.

Culture Re-assessment

A follow-up culture assessment was conducted three years post-initial assessment to track progress against culture change.



Outcomes

Re-assessment demonstrated positive changes in the culture, however, in some cases those changes were small. Larger changes were found in areas where the company had focused more effort.

Through customized business solutions, Paris Phoenix Group helps answer complex organizational questions around employee issues. Our consultants focus on understanding how the employee perspective fits into the organizational people system. Each of our customized solutions is founded on a rigorous research approach. This allows us to provide our clients with well-founded and effective solutions to meet their business needs.