

## Service Snapshot: Diagnose and Refine Culture

This enables organisations to evolve their culture to meet the needs of a changing environment.

### Challenge

The world around us is constantly changing at a rapid rate. This makes it more complicated for managers to keep abreast of developments, accurately predict the future and to chart a strategic course to ensure a favourable outcome for their organisation. The failure rate of most organisational change programmes is alarming. Very often the reason for failure is because whilst strategies changed the culture did not.

Few people dispute that highly successful organisations like Wal Mart, Microsoft, Disney, Coca Cola and Toyota owe much of their success to a strong culture.

Powerful cultures drive benefits both at an organisational level and at an individual level. At the organisation level, for example, it makes clear what is expected, creates a common language and binds people together. At the individual level it impacts morale, commitment and productivity for example.

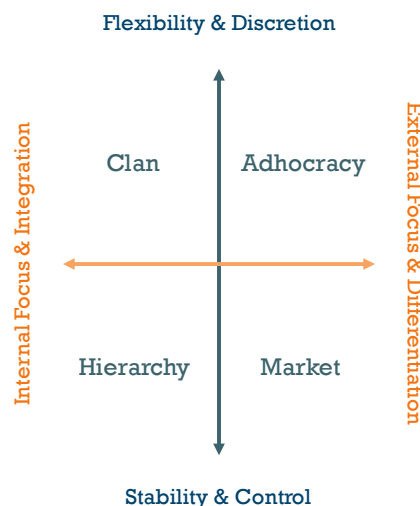
To help managers get the benefit of a strong and adaptive culture they need a framework that enables them to diagnose and refine their culture to meet the needs of a changing environment.

### Solution

We use a method designed to identify current organisational culture versus an ideal future state and is based on a model known as The Competing Values Framework developed by Cameron & Quinn.

Their model identifies the key characteristics of your organisation's culture and assumes that there are four different "models" of organisational culture – clan, market, adhocracy and hierarchical and six essential dimensions of culture - Organisational characteristics, Leadership characteristics, Management style, Organisational glue, Strategic emphasis and Criteria for (judging) success.

The model was born out of studying organisational effectiveness. Thirty nine factors of effectiveness were statistically analysed and this identified two major dimensions that organised factors into four main clusters:



- flexibility vs. stability and internal vs. external
- Each quadrant is given a label to distinguish its most notable cultural characteristics

The process involves completing a short questionnaire and attending a series of workshops.

### Benefits

- Widely used around the world
- Easy to use
- Allows you to measure and map where your organisation stands today and where you want to be
- Enables you to match action to specific measures of culture
- Helps you structure and formulate an action programme
- Inclusive process that drives buy-in across organisation

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services