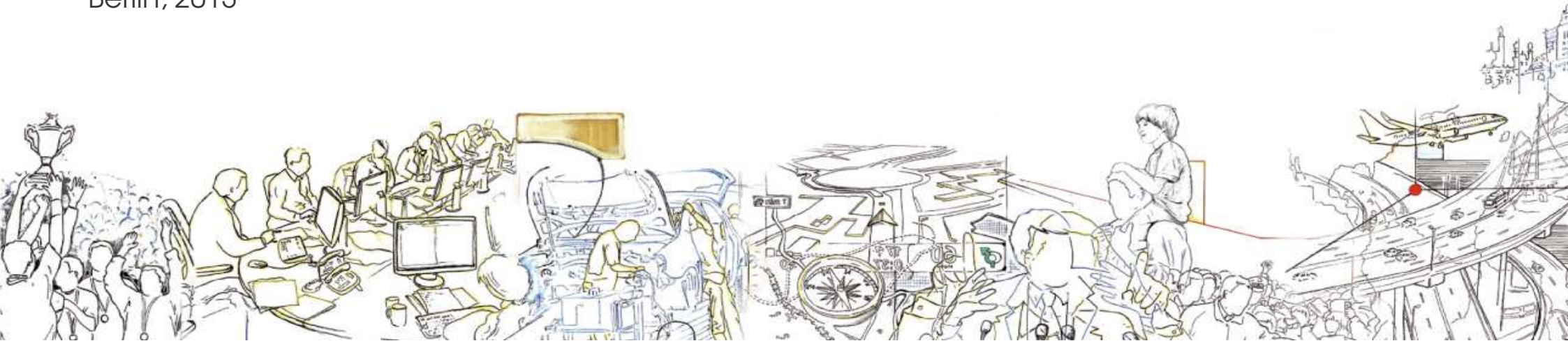




Changing Companies' Culture

Karin Stumpf

Berlin, 2013



Behaviors are not only influenced by personality or cultural history

The Cultural Onion



Individuals are influenced by three different aspects:

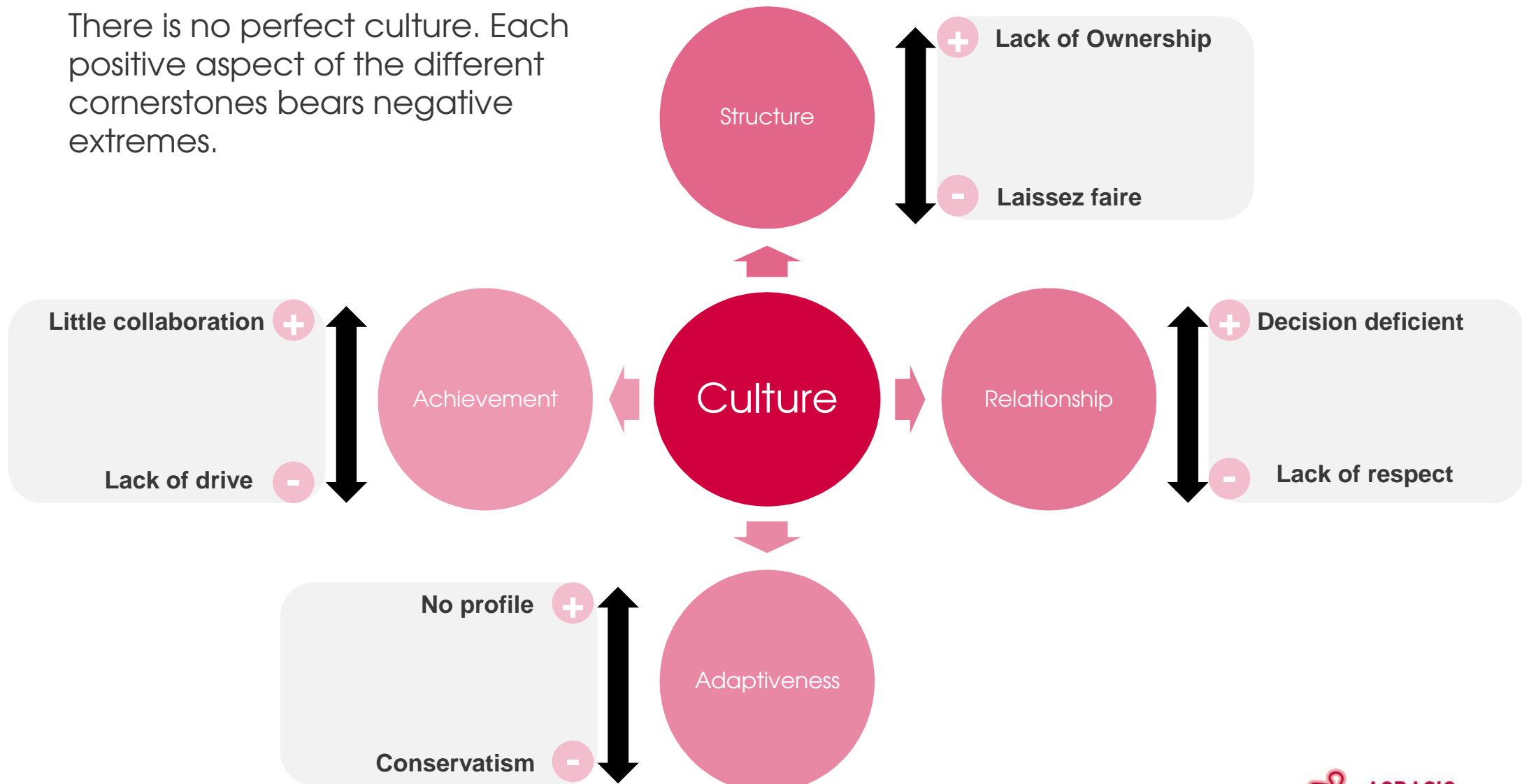
- Their **personality** is strongly determined by their genes, but can be reinforced or hold back by their social environment and history
- The personal **history** is strongly linked to the parental culture, but will also be influenced by the social and cultural background of the life time
- The actual **environment** is the most forming aspect, as individuals are actively and regularly being confronted with expectations, rules and tabus

Cultural Change implies that the working **environment** is actively being adapted to trigger the expected behaviors

Any specific culture will lead to positive as well as negative impacts

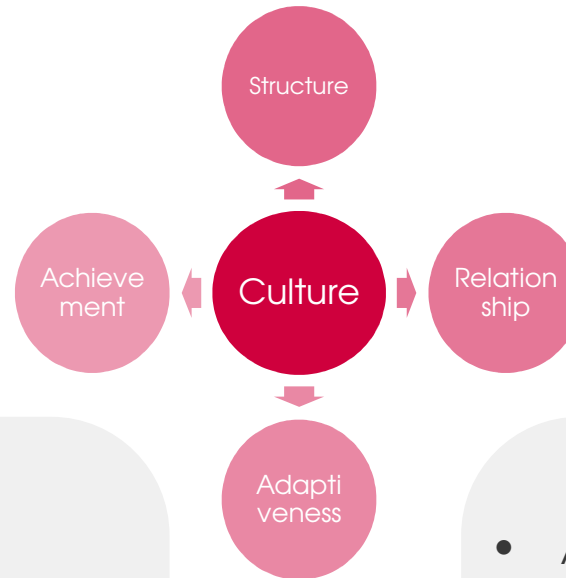
The Cornerstones of Culture

There is no perfect culture. Each positive aspect of the different cornerstones bears negative extremes.



We use Culture Gap™ to identify the key levers of cultural change

The Culture Gap™ – Our Cultural Analysis Tool



Use:

- « Culture Gap™ » analysis
- Results from « how do you feel » survey
- Interviews of individuals
- Workshop

to identify cornerstones requiring the biggest cultural change

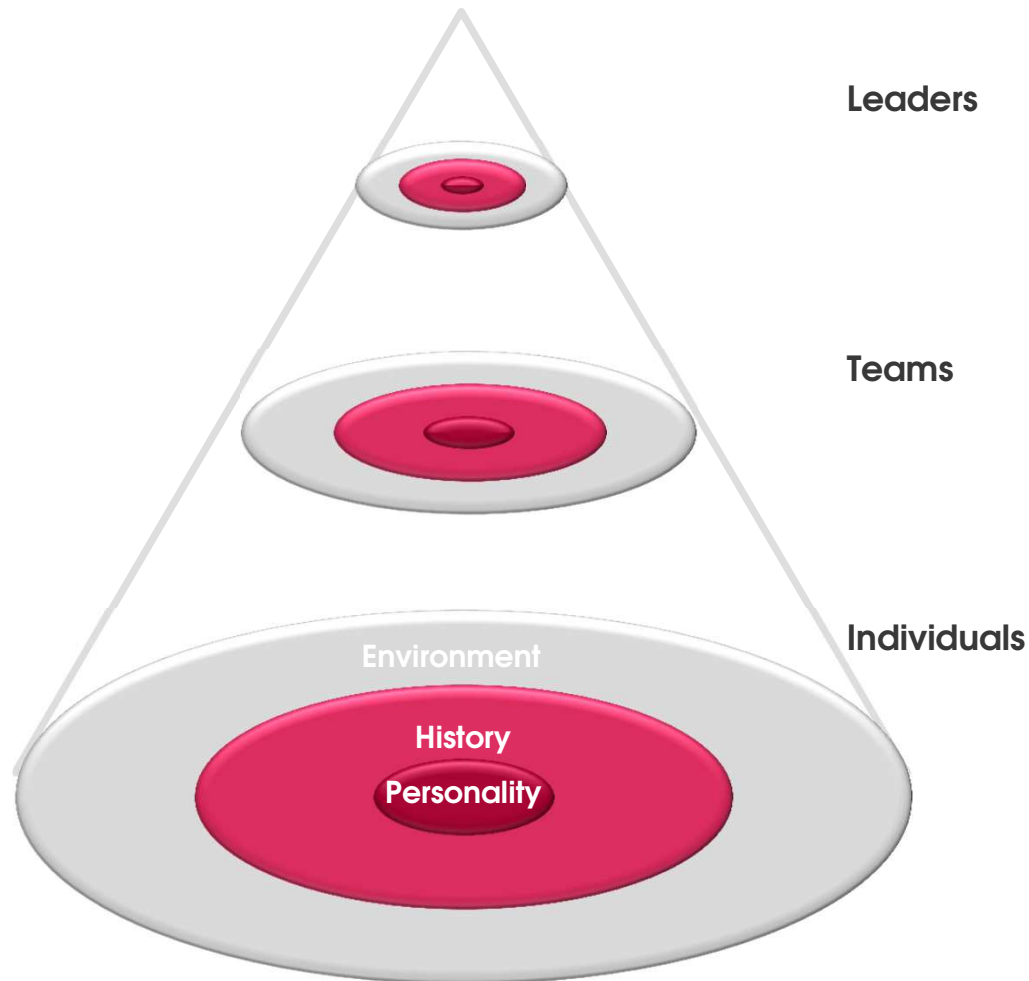
Deliver:

- Align the understanding of what the new culture means for the organization
- Define the operational and organizational focus
- Translate the common understanding into tangible behaviors and activities

Cultural Change aims at achieving a more balanced and focused working environment

Consider different approaches for consistent cultural alignment

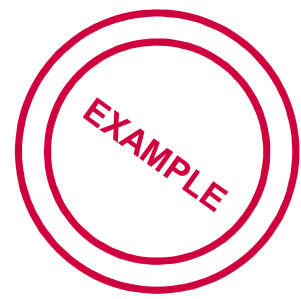
Top down versus Pilot versus Bottom up



Option 1: Leaders identify the need for cultural change and deploy an action plan throughout the organization
→ push

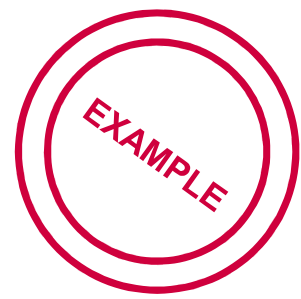
Option 2: Pilot team initiates role model initiatives to create internal interest and necessity for more
→ pull

Option 3: Motivated individuals actively design and create the new culture
→ catalyst



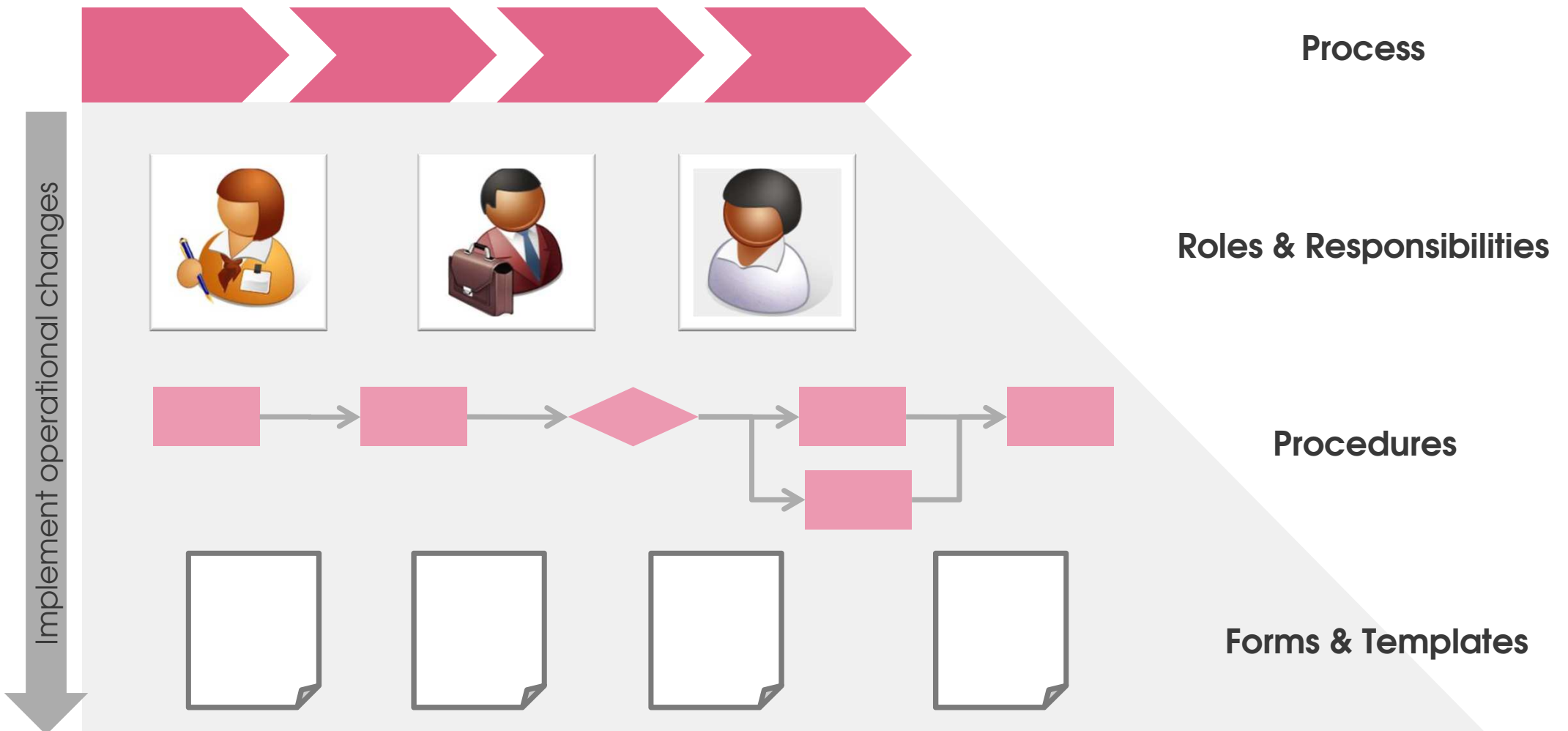
Manufacturing: Cultural Integration

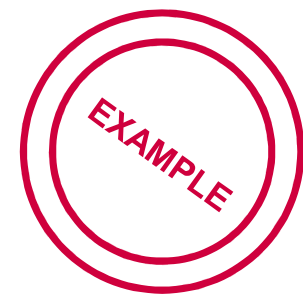




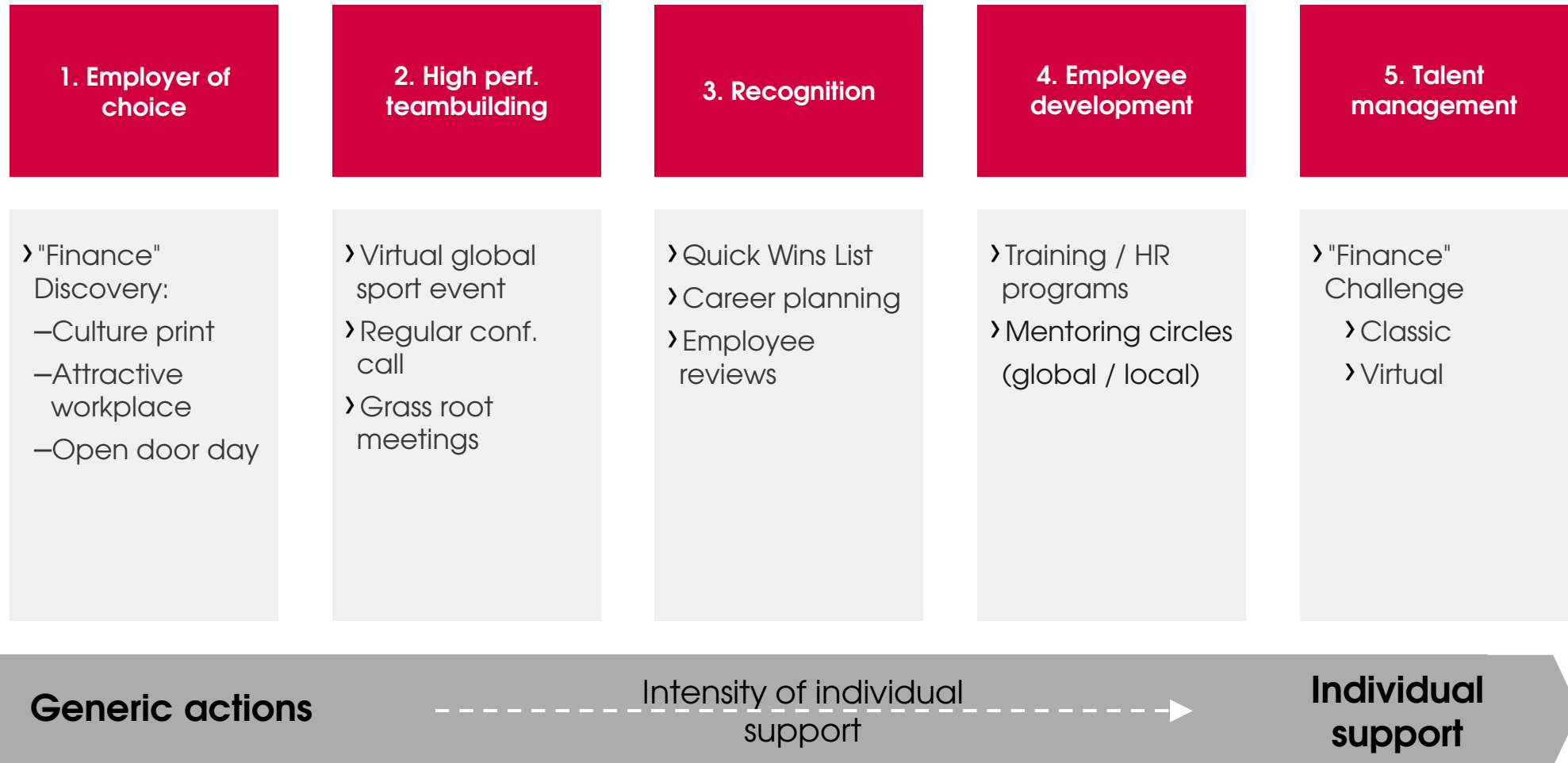
Media Industry: Global Standardization

Process X:





Financial Services: Employee Development



Acrasio

We are a boutique consultancy based in Berlin and specialized in change management. We provide a comprehensive approach to help you develop your organisation.

Consultancy

- Planning and delivery of Change Programs (including cultural change)
- Process optimization during Change Management projects
- Facilitation of events (15 to 500 participants)

Training

- Working in a multicultural team
- Leading virtual teams
- Consultative selling for Engineers
- Employee Coaching for Managers
- Presentation and Moderation Techniques

Coaching

- Individual leaders (from CEO to team managers)

References

- Bombardier, Firmenich, Universal, International Committee of the Red Cross, Wolters Kluwer, Mettler Toledo, ...





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