Yes! We can plan a cultural transformation and measure it!

Context

Implementing a new five-year strategic plan for a regulatory authority called for the introduction of several initiatives in order to accomplish one of the plan's main objectives: fostering a high-performing collaborative culture in its teams. Cultural transformations involve far-reaching changes, that takes a number of years to become ingrained. To effectively navigate this type of transformation, it is important to understand the culture's starting point and measure its development. This task was the basis of Brio's involvement.

Approach

For this strategic plan, one of the initiatives was to measure the organizational culture at two key points in the transformation. The first point was during the launch of the new strategic plan, where we worked to assess the current culture, define the desired culture, and identify any conditions that could create an obstacle in the implementation of a high-performing collaborative culture. We also determined the actions to take in order to foster the organizational culture's growth. Two years later, a second measurement of the culture was taken, evaluating the progress made since the launch and also identifying sectors in which more effort would be required to successfully continue the transformation.

Brio also supported the regulatory authority in building organizational capacity, as well as the capacity to manage its increasing changes. Emphasis was placed on equipping and positioning the internal change management function in order to support managers in influencing the organization as a whole and accomplishing the desired shift. Among the other initiatives implemented by the client were regular communication regarding the strategic plan for the project, the deployment of new partnerships, integrated talent management, and leadership and skill development.

Results

Ultimately, both measures, as well as the many initiatives implemented, allowed the organization to navigate its cultural transformation using a tangible and fact-based approach. The second measure revealed positive growth towards a stronger high-performance and collaborative culture.