

CASE STUDY - Culture Diagnostic as a Foundation for Culture Transformation

CONTEXT AND ASPIRATION

A City Council was undertaking a whole of organisation Lean Transformation, and a commitment to a 20% productivity improvement had been made to the Executive Team. After 18 months, little progress had been made, and it was recognised that the cultural shifts required for such a transformation were not being addressed. Gaining clarity about what the cultural transformation journey toward a thriving, future-ready organisation might look like was considered a key strategic focus.

OUR APPROACH

The Council partnered with Adaptive Cultures to use the Insights Culture Diagnostic to explore and define the Aspirational Culture needed for the Lean Transformation, and to identify the Current Culture.

Approximately 100 people responded to the survey, and results were analysed and presented back to the Leadership based on various demographic groups including CEO Office, Corporate Services, Executive Management Team, Community Services, and Engineering.

With deep clarity regarding their Aspirational and Current Cultures, the teams were able to develop a pathway for their culture transformation.

OUTCOMES

The Insights Diagnostic Report enabled the Executive Team and Senior Leaders to gain a deeper understanding and ownership of the nature of the culture transformation that was required for a successful Lean Transformation, relative to their experience of working with engagement surveys.

The Head of Strategy commented that the Insights Diagnostic Report was highly impactful in helping them to understand the more complex systemic interactions across the organisation that led to the current organisational culture. This helped them to develop interventions that got to 'root cause' rather than addressing superficial or surface issues.

This work was undertaken in 2017.

