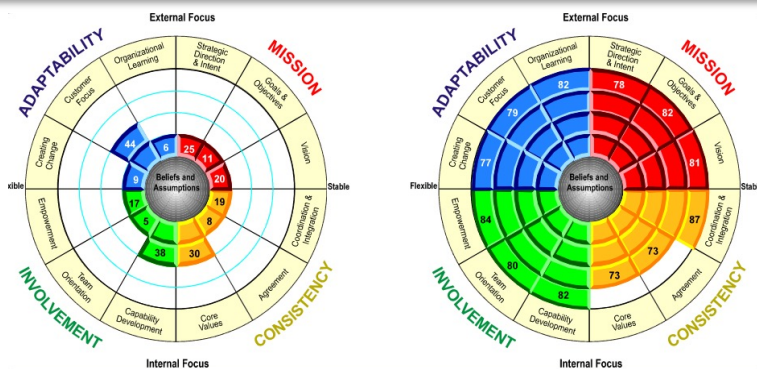


A Change-ready Culture Transformation

A pension organization recognized that “what got them here wouldn’t get them there”



The Dilemma

A state pension organization saw big changes coming to their industry, and realized they weren't ready to respond positively.

- Top-down, hierarchy-driven
- Lack of employee capability development
- Turbulent investment climate
- No shared sense of the future

They believed culture was the culprit, and learned they were (alarmingly) correct.

- Culture robustness was significantly overestimated by top leadership
- Front-line, customer-facing employees were demoralized, under-skilled, and “frozen in time”
- Systems and processes were disjointed, or non-existent
- High employee disenchantment and powerlessness, and a broad lack of trust

What They Did About It

- Decided to share findings with all employees, immediately and fully
- All participated in focus groups, identified root causes of culture gaps, and recommended “quick wins”
 - One example: immediately shifting to up-front payment of college tuition, so that lower-wage employees could also gain access to further education
- A multi-level Change-ready Culture team was commissioned, and chartered 12 cross-functional teams to tackle specific problems
- The teams, plus top leaders, defined performance metrics that would reflect a strengthened culture, and built them into their performance management system
- They invested heavily in multi-year capability and leadership development

Building their own capability as culture leaders was essential. According to their COO, “The change had to come from within to be meaningful to us.”