

Ology Client Case Study

Client: Pharmaceuticals
Manufacturer

Location: Northumberland

Period of Engagement: Sept 2005 to May 2006

Objective of Engagement:

To recapture the culture and values present when the business was established in 2000 and develop momentum leading toward re-establishment of these principles as “the way we do things around here”.

Details of Engagement:

The engagement commenced with a number of workshops attended by the business owners and a cross section of managers. The workshops were design to capture and articulate the culture and value of the business. The workshops addressed the following topics and produced written statements defining the following:

- Core values and core purpose
- Strategic goals and envisioned future
- Key behavioural standards
- Managers’ code-of-conduct

Subsequently Ology led the business through an audit to establish the precise characteristics of the prevailing culture of the business and compared this to the characteristics of the culture the management wanted to re-establish. This guided the formation of the next step which was to tell everyone else in the business about the culture management wanted to re-establish.

The process of telling everyone about the culture was successful and generated a great deal of momentum. A number of projects were established to role out culture change and maintenance mechanisms such as 360 appraisal systems and buddying systems. Ology provided project management for this phase of the project. In addition a 25,000 word booklet (The Purple Guide) was prepared that defined in full all aspects of the culture so that there was an unambiguous record that could be referred to for clarification and training in the years to come.

Outcomes:

- The business has defined in simple terms the cultural principles that had been lost.
- The business has defined the changes that needed to take place in the culture of the organisation that were essential to achieving its strategic goals.
- The business has defined preferred and unacceptable behaviours and had successfully communicated this to everyone in the business.
- The business owners were able to quantify why certain managers weren’t fitting in or performing and embarked on a process of turning this around
- The business has implemented a number of processes leading to cultural change and maintenance of the culture of the business many years into the future.
- A great deal of enthusiasm and momentum was generated and the process of culture change began.
- In April of 2008 I visited the client to enquire about progress and found that the MD and many of her managers used The Purple Guide every day as a coaching and mentoring tool. There had not been a need to change any of the definitions arrived at in 2005. The business has gone from strength to strength successfully increase turnover, headcount and most importantly profits.

Ology: The Science of Success

T: 0191 3744770 M: 07932 715095 E: chrisbaxter@ologybusiness.com W: www.ologybusiness.com/chrisbaxter

An Ology Franchise owned and operated by Mach Business Development Limited

70 St Barnabas, Bournmoor, Co. Durham DH4 6EU. Registered No: 5356503