

EXAMPLE CULTURE TRANSFORMATION PROJECTS

Project Experience

MULTI-YEAR CULTURE TRANSFORMATION – GLOBAL ORGANIZATION

CONSULTATION

- Orientation
- Research Phase
- Cross-cultural working analysis
- Values & Behaviors Review
- Training Needs Analysis
- Recommendations

DESIGN & DEVELOPMENT

- Identify audiences & cohorts
- Agree objectives
- Outline designs
- Development Planning
- Full program management: logistics & operations

OPERATIONAL EXCELLENCE IN A VUCA WORLD

Ongoing - leadership development program & executive coaching

FUTURE LEADERS

Ongoing - developing senior leaders & high potentials

SUPPORTING INTERVENTIONS – 2013 to date

Multiple programs/workshops including:

- Exco – The Leadership Vision
- Leadership Strategy Workshop
- Senior Leadership Development program

Barrett Values Survey

Results Engagement

Annual Conference Event – systemic change program launch

“I have worked closely with Primeast now for over 13 years ... What I like about Primeast is that they “get it”... Working with Primeast has helped us reshape the organisation, develop our leadership, ultimately enhancing overall performance.”
Steve Connolly, Special Projects, Cape/Altrad

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ROLLS-ROYCE

Merger & Acquisition Cultural Alignment



Situation

Rolls-Royce bought Spanish business SENER Grupo de Ingenieria. After competitive tender, Primeast won the contract to provide cultural due diligence project as part of the M & A to create 'way of working' across the 2 sites in Europe.

Solution

Our solution included structured interviews, and a [Barrett Values Centre culture assessment](#) to 350-400 people across both organizations. Multiple data cuts and analysis and debrief to project sponsors providing insights and actions. Delivered in both languages.

Success

The key output from the solution was the development of the framework 'Ways of working' which was adopted by the two organizations; improving teamworking and collaboration across the diverse organization cultures.

"Primeast was selected following a competitive tender to identify the consultants that could best help us understand the working cultures and opportunities of bringing together two organizations. They were professional, experienced and very knowledgeable, and tailored their solution to meet our business need." Director, Global HR Services, *ROLLS ROYCE*



CULTURAL DUE DILIGENCE

Merger & Acquisition Cultural Alignment



CONSULTATION

Situation Analysis &
Research Orientation

BARRETT VALUES CULTURE ASSESSMENT

400 staff across
Spanish and UK
organizations as part
of merger and
acquisition
Data cuts, analysis &
Recommendations

DEBRIEF

Debrief session
Insights report to
project sponsors
Action planning
Multiple language
delivery

NEW WAYS OF WORKING

Outputs included the
development of
framework for
improved
collaboration and
teamworking across
the diverse
organization cultures



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Director, Global HR Services, Rolls-Royce

Situation

BASF bought a manufacturing plant in the Outer Hebrides in 2012, Scotland. After a company-wide pulse survey it was identified that there were some extreme culture issues which were severely impacting on performance.

Solution

Initial consultation uncovered some significant challenges. Primeast designed a custom solution to uncover areas that needed to be addressed. This included conducting a [Barrett Values Centre cultural values assessment](#) to all 80 staff (shown below – highlighting the limiting values at play) and Individual Values Assessments for the senior leadership team. The outputs were analyzed and presented back in a debrief session and followed with a townhall feedback event. We then took the analysis and inputs from key stakeholders and facilitated a series of sessions to review and analyze report outputs and feedback on the IVAs. We provided coaching for the GM and other managers and delivered a program of skills and team workshops, EQi-based coaching and an off-site all-hands workshop. We ran some critical incident analysis workshops and identified significant areas for improvement which had a direct impact on health and safety processes. The workshops surfaced and addressed the significant cultural challenges which extended to the island community dynamics which impacted on the staff at the site.

Success

Report outputs informed a series of cultural interventions which were delivered in a sensitive environment and resulted in a cultural shift and a change in leadership styles. The plant returned to profit within 3 years.

FUNDAMENTAL CHANGE PROGRAM

Financial turnaround program post acquisition



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