

SUCCESSFUL CHANGE WITHIN A DEDICATED, LEGACY CULTURE

CLIENT:

A not-for-profit wholesale electricity generation and transmission provider with more than \$7 million in operating income.

CHALLENGE:

The company was experiencing significant organizational changes including: the integration of a recently hired GM/CEO; and new, five-year strategic plan, which included new safety policies, enhanced application of human resources practices and streamlined technology adaptations. These rapid changes were creating extreme frustration and turnover among the management team and dedicated tenured employees with a strong affiliation to the legacy of the organization. Organizational leaders wanted to shift the culture to one where continuous improvement and change was seen as a positive.

SOLUTION:

ICC partnered with organizational sponsors to tailor and launch an internal survey to objectively measure the current culture and shore up gaps in behaviors and expectations that would be needed to attain future company goals. Survey results were presented to the management team, and quick wins and longer-term action planning were targeted. Using a “linking-pin” feedback process, feedback, communication and action planning were rolled out throughout the organization. ICC assisted with the preparation, structure and content of meetings to present the culture survey results to management and employee groups, which aided in the credibility of the feedback and results. That credibility created more buy-in and commitment to the process among the team.

RESULTS:

The company experienced more than 90 percent employee participation in the survey, which demonstrated a high commitment to employee buy-in and creation of a strong sense of direction for future strategy. Managers were well-equipped with the appropriate tools and resources to overcome organizational frustrations and roadblocks that often accompany a cultural shift.

“Thank you for such a great session. People appeared to find it beneficial and fun. You do a wonderful job helping everyone move through the materials and responding to questions along the way. We appreciate all your assistance with this project.”

— Karin Hollohan, Corporate Services Director

“The quality of the program and materials delivered was excellent; we are very happy.”

— Jacqueline Sargent, GM & CEO