



TOWERSTONE WAVE

ORGANISATIONAL DEVELOPMENT
PEOPLE PERFORMANCE • LEADERSHIP • VALUES

Inspiring a culture of Brand Ambassadors

CULTURAL ALIGNMENT & TRANSFORMATION

“PEOPLE PERFORMANCE, LEADERSHIP, VALUES”

Purpose

The TowerStone Wave practice provides organisational development and cultural transformation consulting service. This is done as a means to help leaders engage all people in their organisation toward a shared performance culture and ultimately sustainable business success. Organisational development and change management can only be successful through the deep understanding of three concepts:

1. Where do we want to go?
2. Where are we now?
3. How do we get to where we want to go?

TowerStone Wave partners with leaders to help them address these elements of cultural transformation:

- How aware is the organisation of the strategy and culture?
- What desired behaviours are required from managers and their teams to support and drive strategy and culture i.e. how does culture support business performance?
- What is the gap between these desired behaviours and the reality?
- What actions and interventions are needed to close this gap so there is true alignment between employee behaviours and the strategic plan?

A number of cultural diagnostic and change management tools are employed as a means to address focus areas for people alignment and performance improvement. More importantly than creating awareness, however, is then to do something about it. The offerings employed include the Barrett's CTT® methodology, and the G.A.P. ® change management framework

Benefits & Outcomes

- Identify the organisation's cultural strengths, gaps and fears.
- Understand how people want to contribute and what interventions are needed to drive people performance.
- Define the impact of limiting values on business performance.
- Identify non-financial performance drivers.
- Create the opportunity to increase innovation and commitment to change.
- Qualify leadership and team development programmes.
- Build an understanding of the desired link between strategic goals, organisational culture/behaviours and individual performance and behaviours.
- Define how aligned the organisation is to the culture and strategic plan i.e. how do they want to contribute and where does people alignment require focus?

Solution Overview

Values Alignment

Barrett's CTT® (Cultural Transformation Tools) is a mature and internationally respected cultural assessment tool that allows leaders to understand the cultural status of their organisation. It also helps qualify the interventions required for transformation, change and organisational development to grow the organisation.

The CTT® is based on the Seven Levels of Consciousness model - a values alignment "map" for understanding how individuals, teams and organisations want to develop and grow.

This tool provides assessment of the true underlying culture on three levels – (i) Personal, (ii) Current Organisation and (iii) Desired Organisation. These results are used to identify behavioural focus areas required for leadership and behavioural development. South African organisations currently using the Barrett's tool include Aveng, Pick n Pay, Nedbank, Medscheme, Parmalat, Santam, Sasol and RMB.

The assessment process allows corporate leaders to define an activity roadmap in the key areas of:

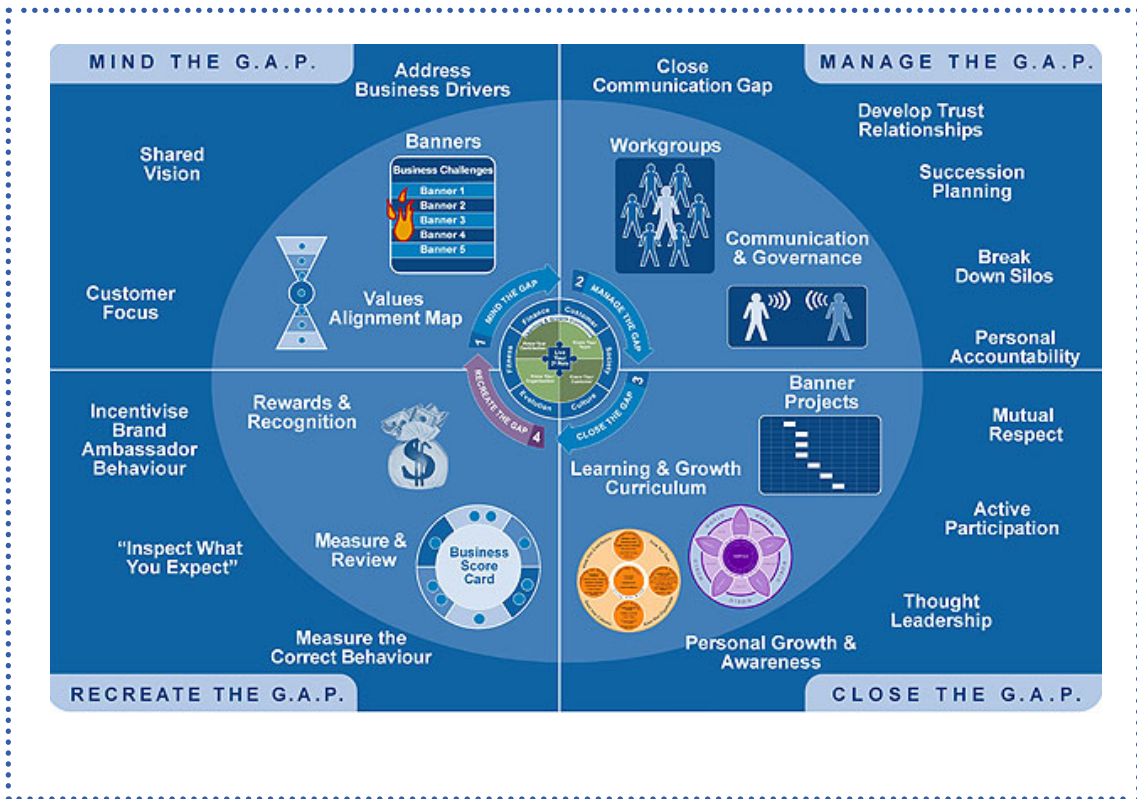
- Transactional HR and Organisational Development
- Leadership development and coaching
- Business Unit specific interventions/cultural alignment
- Team alignment
- Internal Branding and Communication



Group Accountability Programme©

The G.A.P. is a change management framework based on the philosophies of bottom up inclusivity that is led by Brand Ambassadors. This approach allows employees to live a "Secondary Role (2° Role)" - an extension of their accountability to the organisation through active participation. The G.A.P. methodology facilitates the process of nurturing, rewarding, motivating, addressing diversity and aligning the culture and behaviours against key business challenges.

A number of cogs are required for a successful cultural transformation programme. Please see graph on the following page.



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The G.A.P. ® Methodology

The Group Accountability Programme (G.A.P.®) is a four phase action-based framework designed to find solutions against defined business challenges. It is run by participative workgroups, led by Brand Ambassadors, to create another level of accountability. The G.A.P.® builds an active workgroup culture allowing communication, knowledge sharing and informal mentoring. This technique is a powerful tool for unlocking Brand Ambassadorship.

