

Leverage Points for Culture Integration & Change

- **Leadership alignment and accountability**
 - Get all executives in both organizations aligned behind the desired objectives, decisions, etc. and accountable for leading the change
- **Outstanding implementation – pull out all the stops**
 - Communications & change management
 - Education and training
- **The power of influencers and peers**
 - Opinion leaders or high-profile, highly credible individual contributors and peers throughout the organization
- **Multiple, complementary organization changes**
 - Align organizational structure, business processes, measurement and appraisal systems, selection and staffing practices, reward systems and other management practices to lever and reinforce key behaviors and outcomes

Architecting and leading a high-performance organization

Caution:

- Single interventions tend not to work well in isolation
 - Even the most widely used practices such as:
 - Incentives; KPIs and control mechanisms; Having a detailed strategy; Command and control leadership
- Companies need at least a baseline proficiency in a wide range of management practices and cultural attributes to positively impact performance
 - Deficiencies in a few areas limit success of the whole
- Must adapt practices to context of current culture and strategy

Best results driven by:

- Simultaneously driving excellence in these best practice areas:
 - Accountability. Clear roles within a structure matched to the needs of the business.
 - Direction. Articulating a compelling vision of the future.
 - High-performance culture. An environment that encourages openness, trust and challenge.
- While achieving baseline proficiency in other key practices including:
 - Leadership, coordination / control, capabilities, motivation, external orientation (e.g. customer) and innovation