

The board was not satisfied with the growth and profitability within the company. A major reason was that the company was unable to retain consultants for a long time. The two major business areas each worked in their own silos. This meant that they missed out on added value such as internal mobility, efficiency and other synergy opportunities as well as joint sales and comprehensive commitments.

The silo mentality also meant that it was not possible to conduct a joint development of the internal corporate culture, which is the basis for their brand, which they were very successful in communicating externally.

A Head of HR & Sustainability was recruited to the Group Management. This was a Group-wide position that had not previously existed within the company.

A company-wide culture assessment was conducted, to create awareness of what culture they have today and what culture their employees want to see – so the company could be able to achieve their full potential.

This created a common view within the management team and senior managers and was the basis for the communication and activities that were then created during approx. 18 months.

Together with both the HR, and the Communications department, the management team developed the company's six values principles.

The HR and Communications departments updated and developed a number of supporting activities, processes and structures to enable desired behaviors based on the new six value principles. Among other things, the following were developed:

- New Leadership criteria and skills
- Practicing the values through storytelling
- A new employee engagement survey
- New Introductory Training
- Forward-looking forecasting budget process

CHALLANGE/BACKGROUND

The Swedish international consulting firm had three primary challenges that needed to be addressed:

1. Increase profitability
2. Reduce employee turnover
3. Be a gender-equal organization by the end of 2022.

SOLUTION

A company-wide culture assessment was conducted out to create awareness and a "baseline" measurement.

Clear communication that it is the management and managers who are responsible for driving and developing the culture!

Alignment and development of structures to enable the desired culture.

"Culture Ambassadors" role was developed, to encourage and support cultural development at the local level.

Leadership growth development to train and create expectations to live the six company principles.

RESULT/VALUE

After 18 months, the board could see:

- The number of applications for the company's open positions had increased by 300%.
- The operating margin increased by +1.2%.
- Employee turnover decreased by -30%.
- Employee Net Promoter Score (eNPS) increased from +24 to +34.
- Customer satisfaction increased from 4.9 to 5.0 (scale 0–6).
- Collaboration between the two business areas had increased, resulting in greater joint deliveries.
- The management agenda was adjusted to enable more in-depth dialogue and collaboration.