

Case :
65

Country :
Spain

Sector :
Electronics.

Type of intervention :
Cultural change based on people, productivity and product.

Project Goal:

The objective of the prospect was to implement a cultural new image based on a slogan of 3 P's "Product, People and Productivity".

Initial idea of the prospect was to develop a communication plan. We analyzed his demands and suggested him to concentrate the project not only on communication but also on management systems according to the MbM philosophy. Prospect agreed.

What did we do?

The project started with a cultural analysis in order to evaluate the magnitude of the project and the cultural strengths and weaknesses. The analysis was focused on: Cultural strength (Unity), Alignment, Values, Motivation & competencies.

After the analysis we started a 25 calendar weeks project implementing following tools (part time):

1. Mission of the company
2. Shared missions for all different areas/departments of the company. (Level 2 and 3 of reporting)
3. Mission Scorecard: definition of main ratios related to the mission and shared missions.
4. Mission Value Chain (interdependence matrix).
5. Communication plan: based on an intranet page and other communication tools.
6. Design of a conceptual model to unify the current management system with the new mission and tools implemented (that included also a proposal for more work).

The project was supported with several training courses at IESE business school.

After the initial phase we :

1. Linked the objectives, evaluation and rewards systems to the shared missions.
2. Implemented an evaluation methodology for internal services between shared missions.
3. Implemented a new quarterly follow up meeting including all managers of the company.

Results :