

INDUCTION INTO ORGANISATIONAL CULTURE

CASE STUDY: BUILDING A STRONG CULTURE IN A FAST PACED, RAPIDLY EXPANDING ENVIRONMENT

'SO WHERE IS THIS BUS GOING TO?'

Some research estimates the failure rate of mergers and acquisitions to be as high as 70%! The main reason for this is the inappropriate management of employees and leadership during and post acquisition.

Our client operated in the financial services and enablement environment and followed the typical path of fast organic growth supplemented by acquisitions. When soon after the first acquisition, the company lost some key knowledge workers, it learnt that signing the deal is the easy part of the transaction.

Wanting to get it right in future and ensure a fast integration of newly acquired (and appointed) staff they asked us to assist in the design and implementation of appropriate systems and processes. Some of the new procedures included:

- A welcoming process for new employees;
- A buddy system to ensure each new employee has a senior employee to mentor them;
- An associate programme to introduce a ranking system based on allegiance and seniority rather than position.
- A four day induction program (presented on a quarterly basis) for all new employees.

HOW WE DID IT

In a fast-paced economic environment organisations can no longer afford to give new employees a 6-months settle in period.

For this client we achieved a vast improvement in the productivity of new employees through an induction programme that focused on:

- Giving employees an intellectual understanding of organisational strategies, structures, systems and processes;
- Building in them an emotional allegiance to the organisational aims, values and core ideology;
- Unlocking in them energy, excitement and motivation to perform as committed members of the organisational family;
- Investing in their personal growth to further ensure an emotional bond with the organisation and their colleagues.

'...It was exceptional... full of energy and enthusiasm.'

A COMPREHENSIVE GROUP INDUCTION

The programme has a strong interactive character and consists of a combination of discussions by leadership and other senior stakeholders; workshop-style experiential learning activities; group work; group projects (some huge challenges); and time spent off site working on a CSR project. Some of the detail that was addressed during these sessions included:

- The Group's value proposition, market share and competitors;
- Its history, vision and strategies;
- Operational structures and systems;
- Business units, their roles, interdependence and key role players;
- The core ideology and core values;
- Brand essence and marketing strategy;
- Corporate social responsibility (CSR).

THE ATTENDEES SAID...

'Projects [csr] were all carried out with amazing group work and immense spirit. ... The microcosm of the team has vanished and we have become one team...'

'This Monday will be different. Now we realise that our efforts do make a difference. We owe it to the others to deliver to the best of our abilities.'
'...It was exceptional... full of energy and enthusiasm.'

'Thank you for the wonderful, insightful and pleasantly enjoyable induction. It gave me a greater understanding of myself, my colleagues and the company. ...Excellent and enabling.'

'...The adrenaline has finally stopped pumping – I would like to say thank you for a very professional, well thought out and presented induction... it was outstanding.'



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