Client: Award-winning innovation lab helping leaders navigate complexity with strategy visualisation
360° Solution: Culture analytics + leadership development + employee engagement

The challenge

The client is a cutting-edge technology company that creates bespoke solutions to help its clients visualise complex strategies, including extensive work for the Government of Australia. For example, it recently created a visually intuitive platform to help the Australian National Resilience Institute coordinate the myriad efforts needed to prepare for national disasters.

The company comprises a team of approximately 50 people: a headquarters team in Australia focused on client solutions and creative & technology product development teams in India. Having gained healthy momentum in acquiring new clients, management felt that business was being hampered by a lack of cross-team collaboration, leading to extended execution timelines and added costs. Moreover, high senior management turnover meant a lack of clear, consistent vision and an inability to maintain momentum.

Solution: Culturelytics & e2e People Practices

Culturelytics and its sister company, e2e People Practices, together offered a **tailored, end-to-end solution**, using culture analytics and learning interventions to help the client build an aligned culture in which everyone was working together towards shared objectives.

> **Culturelytics**: Where culture meets AI
> Combining AI data analytics and behaviour science to give leaders data-based culture intelligence to drive business results.

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> **e2e People Practices**: Your learning partner
> A boutique consulting firm at the cutting edge of advance learning solutions, helping leaders build people capability to achieve business objectives.

Culture change: 3-step process

Our end-to-end solution comprised three elements all working together to help the client effect culture change: an AI-based culture assessment, a tailored program of learning interventions, and employee listening.

1. **Setting the baseline**: an in-depth snapshot of the company's current culture

   Culturelytics deployed its **AI-based culture analytics platform** with the employees in India, to offer clear insights into the current organisational culture, including values alignment, adaptability to change, and leadership orientation.

AI-based culture assessment **+** Targeted learning interventions **+** Continuous employee listening **=** Aligned culture to drive results

Key insights: While employees resonated strongly with the mission of the company, they were concerned about how work was managed. They saw an organisation marked by confusion, a short-term focus on immediate tasks rather than a shared longer-term vision, and lack of recognition and reward for problem-solving. There was a strong desire for greater clarity, collaboration and a better system for recognition and reward.

2. **Targeted learning interventions**: Targeting real behaviour change

   Based on insights from the culture analysis, e2e People Practices created a **tailored program of learning interventions** designed to support new, more effective ways of working, including:

   - **Collaboration:** To address this core issue, e2e conducted an in-depth 'Inspiron' course designed to encourage cross-functional thinking and build a 'culture of collaboration'. The course helps each functional team better appreciate the roles, capabilities and needs of the others. It instils a solution-focused approach to work, in which different teams must leverage their respective skills to solve client problems together.
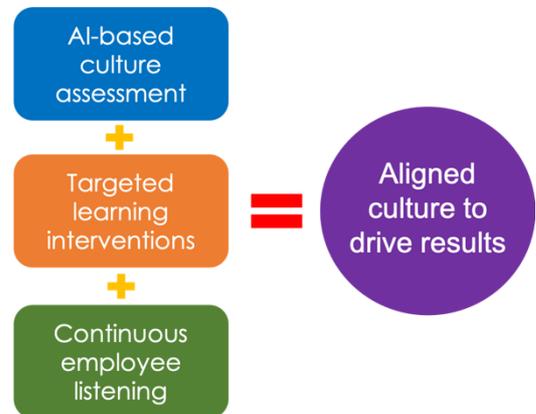
- **Recruitment/retention**: To help reduce management turnover, e2e conducted training in two areas: values-based recruiting and new employee orientation. Research shows that new hires who are not inducted into the company through a formal onboarding program tend to leave the organization more quickly.

- **Goal setting**: Setting clear and effective goals for employees was clearly a gap, so e2e introduced people managers and all employees to the principle and practice of goal setting, to create a more robust foundation for measuring and enhancing performance.

- **Work & Innovate in the new Normal (WinN)**: When the pandemic struck, work-from-home was instituted, but in an *ad hoc* way, with no consistent policies or processes, resulting in a loss of productivity. e2e helped management introduce a systematic approach to work-from-home – including office set-up, work times and breaks, and technology support – leveraging best industry practice.

3. **Monitoring progress**: Real-time employee listening

Culturelytics then deployed its **AI-based real-time employee sentiment tracking tool, Beats**, to monitor changes in employee sentiment over time and the impact of e2e interventions.

Our friendly AI-based chatbot, Kaiwa ('conversation' in Japanese), engages employees through 'smart' conversations at any time, using a customised set of questions grounded in behavioural science. Kaiwa is designed to be a **virtual friend**, with tailored, friendly reactions to employee responses, maximizing participation and offering rich insights in real-time. The results of each Kaiwa survey round are presented in a user-friendly dashboard for leaders, so they can quickly and easily monitor changes in employee attitudes.
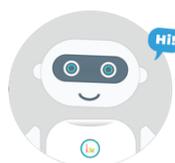
Beats was launched shortly following the outbreak of Covid-19 and ran four times over six months, monitoring the impact of the pandemic on employees.

Key results

- **Leadership**: Initial insights provided by Culturelytics supported management in recruiting and inducting new leadership and empowering them to prioritise tasks according to strategic client objectives. As a result of these initiatives, Kaiwa showed notable improvements over time in employee resonance with leadership, overall mood and intention to stay with the organisation.

- **Covid-19 and work-from-home**: At the onset of the pandemic, employees experienced relatively high levels of uncertainty and anxiety and lacked confidence about working from home. As the company enhanced their work-from-home processes, Kaiwa showed a marked increase in confidence and employee resonance with their team and job.

- **Recognition**: Kaiwa identified recognition as a critical motivating factor to enhance performance. It also helped identify the most effective recognition initiatives, including simple measures such as appreciation emails and callouts in employee forums.

Business outcomes

Our analysis and interventions gave the client a better understanding of the culture issues limiting their growth, and clear pathways to create the cultural changes needed to improve performance. The project also revealed the importance of continuous employee listening to better leverage team strengths, meet client needs efficiently, and boost profitable growth.

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