



Culturelytics: Case study

Client: Global steel manufacturer

Solution: CultureGenome: creating a culture for sustainable rapid growth

The challenge

As part of its vision to become a world-leading steel producer, the client had made significant strides in optimising operations, increasing efficiency and accelerating growth to unprecedented levels. But to achieve its ambitious vision, the company needed to ensure that it could sustain this impressive momentum over time.

Management understood that creating the right culture would be a key factor in doing this, and they called on Culturelytics to provide data-based insights on how to build a sustainable rapid growth culture.

“The real competitive advantage in any business is one word only, and that is ‘people’.

Product solution: CultureGenome

Culturelytics deployed its culture analytics platform CultureGenome™, which uses data analytics to support culture transformation. We conducted an in-depth study of organisational culture at three key production facilities identified by the company in India and Oman, to offer a clear assessment of the company's existing culture and how best to build the optimal culture for their goals.

Inputs

- Pulse assessment survey: We deployed our non-invasive proprietary survey that uses behavioural science to get deeper insights into the attitudes and behaviours of employees than traditional surveys are capable of. A short 12-15 question survey is derived from our tested bank of questions and customised together with the client. We surveyed employees across the three production facilities as well as company headquarters.
- 360° web scan: We also collect and consolidate data from a range of world wide web employee voice platforms for a more comprehensive, reliable analysis of what employees are saying about key dimensions of their experience with the company. And we benchmarked this against what is being said about key competitors.
- HRIS data: We also use selected relevant human resources data as agreed with the client.

Results

These inputs were run through our AI-powered analytics platform, and the analysis was then presented in a **customised, interactive client dashboard** that provides:

- An overall Cultural Coherence Quotient score (CCQ)
- Financial impact of culture
- Detailed insights and recommendations on key dimensions of organisational culture, including values, adaptability to change, leadership orientations, influencer networks, reputation, and benchmarking with key industry competitors.



a) Culture Coherence Quotient (CCQ™): 71 (out of 100).

CCQ is an overall measure of cultural 'health' – specifically, how aligned the beliefs and behaviours of employees are with the bank's mandate for growth. This score is in the 'amber' range, indicating that there are vital people issues that must be addressed for the company to sustain the accelerated pace of growth they had achieved.

b) Financial impact of culture

We estimated that cultural issues were resulting in 8.7% inefficiency in employee expenditures. And if not addressed immediately, we estimated that 17% of projected revenues for the following financial year were at risk.

c) Detailed insights: the dimensions of organisational culture

The detailed findings revealed where company culture was already supportive of its growth mandate, and where there were cultural issues that, if unaddressed, could make their impressive growth gains short-lived.

In summary, the company had successfully instilled many aspects of a growth-oriented culture in the organisation, with a sharp focus on productivity, efficiency and cutting-edge data-driven production processes. But this achievement was not matched by the company's people management culture, where unstructured, untransparent processes were resulting in a lack of clarity, efficacy and trust, potentially undermining the foundation for continued fast-paced growth.

A few selected highlights:

- **Values Assessment:** Across production facilities, employees shared vital values of teamwork, continuous improvement and customer satisfaction. However, there was also significant values 'dysfunction' in the area of people management, with employees flagging lack of recognition and job security, long hours and short-term focus as inherent in the organisation.
- **Influencer Networks:** This dimension gives a window into the informal networks operating within the organisation. We ask people whom they turn to for various business and personal needs, from help on an idea or task, to information on company developments, to socialising. In this case, the study revealed that influence was highly concentrated with just a few people in the organisation, again indicating dysfunctional people management processes.
- **Leadership Pulse:** While leaders showed a solid orientation towards purpose and adaptability, they showed low levels of influence with employee networks. Additionally, the HR function was experiencing a lack of credibility and repeated requests for a more consistent approach to evaluation and training.
- **Adaptability Quotient:** We look at how ready people are to adapt to new ways of working. In this case, we found that most of the organisation was adaptable to change, indicating a readiness to get behind the company's growth journey. However, low mood scores indicated a lack of consistent, effective support and engagement for employees in this process.
- **People Speak:** A 360° web scan of what employees are saying about various aspects of their work experience at the company. While people appreciated the dynamic work environment, they expressed concerns about promotion processes, work-life integration and lack of training. And only 50% would recommend it to a friend as a place to work, a lower score than for the company's key competitors, posing a potential challenge to recruitment and retention.

Business outcomes

The results are being used to develop the company's people management culture, leveraging its existing cutting-edge digital mindset to ensure consistent, transparent people processes that support sustained performance and rapid growth.