

March towards being an HPCO through Cultural Transformation

In John C Maxwell's words "If you're proactive, you focus on preparing. If you're reactive, you end up focusing on repairing" .

A market leader in the manufacturing industry with consistent growth over the years truly embodies this spirit of proactive change. The 20,000 people strong company, spread across the entire country, decided to embark upon a cultural transformation program to create a more agile, market focussed organisation geared to face the changing market realities. After four years of bringing in the first few waves of change, they invited Vyaktitva to partner them to build a culture that would help create a High Performing Contemporary Organisation (HPCO).

Vyaktitva deployed its E⁷ framework to expedite the process of adopting and embedding the new cultural anchors. In the *Excavation* phase we deployed discovery tools like Togetherness Tables and Appreciative Inquiry to understand the lived experiences collected through a thousand stories. The stories were analysed to identify *sticky defaults* that gave us insight into the lived culture.

With these insights we are helping create a culture based on appreciation, commitment and empowerment using specifically designed *compelling experiences*. We have enabled the creation of a space for appreciation leading to reinforcement of contributing behaviours. A system of structured empowerment through Decision Devolution and wisdom transfer through a framework of dialogues between performance managers and subordinates has enhanced focus on development and impacted trust positively.

Vyaktitva is creating alignment of the employees towards the goal of HPCO. We are enabling this by working closely with the leadership team and by helping build the capabilities in a community of change ambassadors. This approach has ensured that the compelling experiences reach the last person standing. The project is currently ongoing and continues to roll out the change program across all businesses and locations of the company.