

## Consultants in Culture Shift

It is a testimony to our naiveté about culture that we think that we can change it simply by declaring new values.

Deep beliefs and assumptions can only change as experience changes, and when this happens, culture changes.

A culture aligned with strategic objectives is one of the most powerful tools that an executive team can wield, and research has clearly demonstrated that strong and strategy-aligned cultures achieve significantly better business results.

“Culture is the glue that holds our organization together. It encompasses beliefs, expectations, norms, rituals, communication patterns, symbols, heroes and reward structures.

Culture is not about magic formulas and secret plans; it’s a combination of a thousand things.”

Herbert D. Kelleher  
Co-Founder and Chairman, Southwest Airlines

### The CEO’s Change Dilemma

A CEO’s dilemma is that while culture is a powerful tool for consistently pursuing a particular set of goals, culture can constitute a *disability* at times when change is critical.

Pursuit of a new strategy often requires ways of working and criteria for making decisions that differ from the way that members of the organization have acted and behaved in the past. In this way, culture can be a constraint on strategy, and in times of change cultures frequently sustain (and win).

### Culture Shift

Cultures can change, and change agents can lead change, but unless one has a fundamental understanding of and respect for the dynamics of culture, the chances of sustainable success diminish exponentially.

Using reliable and statistically valid diagnostic tools Charlesmore helps clients assess the cultural profile of their organization, and develop and implement strategies that transition culture into alignment with strategy.

“Culture matters because it is a powerful, latent and often unconscious set of forces that determine both our individual and collective behavior, ways of perceiving, thought patterns, and values”

Edgar H. Schein  
Professor Emeritus  
The Sloan School of Management, MIT



### How We Work

We consider strategic, operational and organizational factors, think across different time and priority horizons and assure an integrative view across functions.

We bring to bear current expertise and knowledge of other industries and best practices; we provide an assessment of readiness to change and what will be needed.

We transfer skills and build the capability to make change happen; we help executive teams make difficult decisions and tradeoffs; we earn trust, but stay independent.

### We Deliver Results, Not Reports