devote

climate change

our perspective

Some describe an organisation's culture as invisible, intangible and difficult to read but for us that's not the case. We see culture as part of the fabric of an organisation. It exists in all aspects of the business and influences its performance from the way work is done, how people interact, the rituals that exist, the networks that are managed, the language that is used and the things that are spoken and remain unsaid.

In April 2008 European organisational changes within Unilever's Global R&D function resulted in the formation of the Drinks Centre of Excellence (CofE).

The Director of the newly appointed Leadership Team (LT) set out to define a new culture within the organisation to enable delivery of strategic objectives. In July 2008, the LT began partnering with Devote to deliver a comprehensive Culture Change Programme.

1 diagnosis

The first stage of the process was to deeply understand the current reality for the newly formed LT of key stakeholders and the total organisation. Devote held structured 1:1 interviews with each member of the leadership team and key stakeholders to gather their input and perspective on the Culture Change Process. Devote also ran a series of focus group sessions with the organisation. Each session was designed to encourage participation from all employees and identify the areas of opportunity.

2 Plan

Devote analysed the output of the diagnosis and used the feedback gathered as a key input into a workshop with the Leadership Team. The workshop was designed to create a deeper understanding of the current issues that were preventing improved performance and to clearly identify and prioritise areas of opportunity to drive the organisation forward. During the workshop a clear action plan was developed including a sequence of specific next steps to ensure that the opportunities could be maximised.

3 implement

Devote supported the LT in implementing the action plan which focussed on two central themes:

1. Creating a clear and motivating direction / vision for the Drinks Centre of Excellence.
2. Creating engagement through improved communication within the organisation.

Devote provided support on a 1:1 and small group basis to complete and deliver specific actions and designed and facilitated a number of interventions:

- Creating a Vision and Strategy Workshop
- Team Performance Workshop
- Individual and Team Diagnostics

4 engage

The first wave of employee engagement began during Focus Groups. This marked the start of a series of two-way communication activities led by the Leadership Team. A key element of this was a 1-day workshop designed to engage the wider organisation in the newly created vision.

Devote designed the workshop, co-created delivery material with the LT and facilitated the event. Devote reviewed the programme with the LT during a workshop to ensure that the action plan was adjusted based on the feedback from the wider organisation.

the results

The programme generated a huge amount of positive feedback. A forward action plan was put in place and led by the Leadership Team. Devote were immediately invited to complete further customer interviews for the Centre of Excellence as part of a separate customer satisfaction project. Following some significant organisational and leadership changes for the CofE, Devote was invited back to complete a further programme of work with the newly formed Drinks GDC in 2010.

"Devote were a powerful catalyst in helping us draw out key insights and create a clear action plan. They gave us space to play to our strengths and pushed us to overcome our weaknesses. I've encountered many consultants who 'sign-off' at the end of a workshop, I therefore really value Devote's commitment to support us in refining our outputs and action plans, keeping the momentum going." Group Leader, Unilever

"Devote offered a professional, friendly and personal service. This played a big part in people feeling comfortable and relaxed and able to give honest answers in focus groups, interviews and workshops." Project Manager, Unilever