

Culture change

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Organisational culture is often hard to define and to articulate, but we can all recognise just how different one organisation's culture can be from another. Indeed, many of us have experienced "culture shock" at some time or other. As psychologists, we define organisational culture as the outward manifestation of the values that drive the organisation and bind it together – usually the values of the most influential and successful people in it. It matters because it influences the way individuals behave towards others within and external to the organisation, the strategies and goals they pursue and the decisions they make. In short, it influences everything that everyone does.

Differences between organisational cultures are not necessarily a good or a bad thing – they are just differences. There is no reason why the culture within an investment bank *should* be the same as that within a charity and, if by chance they were the same, it might actually be detrimental to achievement of those organisations' key objectives. While the prevailing culture continues to support key objectives, there is no need to intervene.

However, change is the norm in today's fast-paced, highly competitive business world. Businesses must constantly develop and adapt in order to meet customer demands and to sustain their competitive advantage. Critical to organisational transformation are the organisation's people. Changes in attitudes and behaviour are essential if changes in business strategy are to be successful. Cumulatively, these changes in attitude and behaviour create a change in organisational culture.

We work with our clients to ensure that their people and human resource processes are aligned with the business objectives, strategy and values. At the heart of our approach is an in-depth understanding of human psychology and behaviour and our ability to apply this knowledge in business. We use our expertise to devise integrated strategies for organisational culture change. We do not have any pre-determined approach or solution, as no two organisations have the same need. Instead we use a variety of techniques to define the current and the desired culture and to identify in what way individuals will need to change to bring this about. Knowing *what* to change is only part of the story – we design tailor-made interventions that provide individuals with the skills and knowledge of *how* to change.

Whether you are planning a merger, forming a new executive team, taking a new strategic direction or re-engineering business processes, CGR's consultants will help you to achieve the change you need.

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