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BRINGING A CULTURAL VISION TO LIFE

A "New Change Deal" approach

By developing tangible prototypes and involving all employees around the globe, a new cultural understanding was created at LEONI

In our fast changing VUCA world where companies are faced with a magnitude of external and internal challenges, companies need not only focus on the process and technological side of things. To truly utilize the power of digital, companies need to focus on the environment where those challenges leave their mark. In short, only those companies, who consciously examine their own culture can identify behavioral patterns and ways of thinking which promote digital transformation instead of hindering it.

It is vital for companies to align strategy, vision and culture, since it is the culture that provides employees and managers with the environment to collaborate and lead effectively towards a common goal. Being unaware of the vision or not knowing where the overall strategy will lead, creates a culture of uncertainty that hinders innovation and acts as a stumbling block towards a successful future.

In order to help our clients achieve that feat, we use our agile and proven "New Change Deal" approach. It provides a framework through which companies are able to iteratively develop a new cultural understanding that is in line with their vision and strategy. The approach itself is build around 5 core principles:

Shared Vision: Create, visualize and spread a meaningful vision that guides people at all levels through the transformation journey

Empowerment: Build on the potential of managers and employees by providing resources, enablement and leeway

Swarming: Use the energy and wisdom of the crowd

Prototyping: Rapidly create tangible solutions and continuously improve their value through iterating on them

Co-Design: Collaboratively involve all stakeholders to ensure a close link to the business

LEONI

Overview

Customer: LEONI

Industry: Manufacturing

Location: Global

Client Challenges / Business Need:

- The corporate culture did not fit to the new vision - no "one culture"

- The global employee survey had shown a variety of improvement opportunities, among others in the area of collaboration, innovation & leadership

Results (Benefits):

- Turn the vision into reality by realizing the target culture

- Include all LEONI employees in the process

"Having a team spirit, great team effort, and ultimately coming up with real tangible results - I really love that stuff ."

- Senior Manager APAC

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LEONI's road to a new cultural understanding

The starting point of the culture transformation journey was the board's decision on a new corporate vision. This vision however was not in line with the existing culture. At that point there was not one culture at LEONI but rather a multitude of different perspectives and approaches to the matter. Furthermore, the global employee survey had shown many improvement opportunities, like better communicating the targets and strategy of LEONI which were not known to all employees, showing more appreciation to the employees or designing more efficient processes.

Therefor the board decided to embark on a journey to establish a common understanding of LEONI's culture that addresses the needs of its employees as well as leaders and that supports future business processes.

The five "New Change Deal" principles were individually adapted to create an engaging culture journey for LEONI:

Shared Vision: Building on the new LEONI strategy and vision, the goal of the culture journey was to create a unified vision of LEONI's future. A x-functional, x-hierarchy and inter-national approach further contributed to a unified view of LEONI's strategic goals.

Empowerment: All employees could participate and contribute to the program via an online platform or through various web sessions. Furthermore, LEONI employees around the world could volunteer and apply to be part of the Future Labs.

Swarming: We used the energy and wisdom of the crowd to identify hot topics. Employees were invited to come up with and vote on culture topics they wanted to address in the Future Labs.

Prototyping: The participants rapidly created tangible solutions for the hot topics in the Future Labs through an agile design thinking approach. Future Lab participants were encouraged to use their personal networks during the lab phase to get feedback and verify as well as test their ideas in an iterative manner.

What are Future Labs?

The Future Labs were a series of worldwide, 3-day, on-site workshops, that utilized the innovative design thinking methodology for developing cultural prototypes. Around 50 participants created 6 tangible prototypes per Future Lab with the help of coaches.

Co-Design: The entire process, from engaging LEONI's employees to implementing a Kickstarter approach as follow up to the Future Labs was co-designed with LEONI and with regard to their ecosystem. Focus of the design was also on experiencing new ways of working instead of only telling the employees what will change.

What is a Kickstarter approach?

A Kickstarter approach uses a funding platform where Future Lab Teams are able to share and gather interest on their developed culture prototypes. In addition, it provides the opportunity to collect the necessary resources to launch the prototypes full scale. The Kickstarter approach is entirely driven by crowd-funding, meaning that everybody, from regular employees to management, can contribute resources under their authority towards the implementation of the prototypes.

About Capgemini Invent

As the digital innovation, consulting and transformation brand of the Capgemini Group, Capgemini Invent helps CxOs envision and build what's next for their organizations. Located in more than 30 offices and 22 creative studios around the world, its 6,000+ strong team combines strategy, technology, data science and creative design with deep industry expertise and insights, to develop new digital solutions and business models of the future.

Capgemini Invent is an integral part of Capgemini, a global leader in consulting, technology services and digital transformation. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. It is a multicultural company of over 200,000 team members in more than 40 countries. The Group reported 2018 global revenues of EUR 13.2 billion. People matter, results count.

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"This rapid prototyping is so exciting because we all go back to our home countries with this new found passion for our work."

- Team Lead EMEA

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