

The Culture Analyst™—Assessing Culture and Cultural Fit

The Challenge

A specialty pharmaceutical company under new ownership and leadership uses the Culture Analyst to get a clear reading on the company's culture and to set a vision for the future.

After this company was taken private by a global enterprise and a successor to the existing CEO was identified from among internal candidates, the incoming CEO was charged with developing the strategy to measure and potentially change the organization's culture, and to build consensus among a fairly new leadership team regarding the vision and business strategy for the future. The executive team would need to understand their current culture accurately and identify any inconsistencies with the culture required to achieve its goals.

The Russell Reynolds Associates cultural assessment team administered the Culture Analyst™ survey to the dozen members of the senior leadership team and presented the findings at an offsite strategy meeting. The findings pinpointed aspects of company culture that were out of alignment with its goals, while also identifying strengths to be preserved.

The Solution

The Culture Analyst™ findings helped frame the discussion of the company's goals and strategic vision, and were used to identify the structural changes necessary to drive performance, as well as necessary alignments to leadership development plans and internal communication strategy. The company is introducing the Culture Analyst™ survey to a wider group of leaders to garner insight into how company culture is perceived at different levels within the organization. In addition, they are re-administering the survey annually in order to measure and assess progress toward their desired culture.



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