



CASE STUDY – CULTURAL REALIGNMENT

Cultural Disconnects

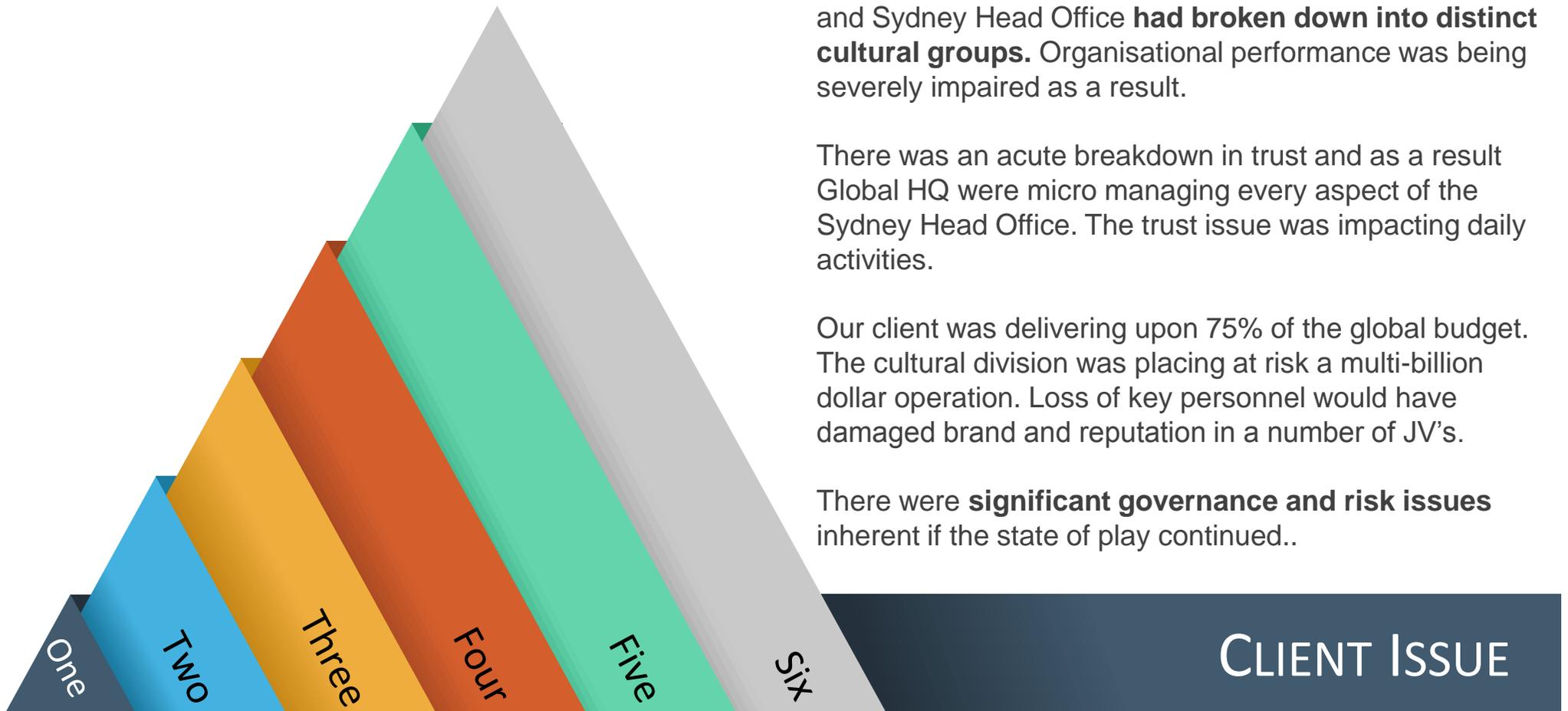
Scenario:

The **working relationship** between Global HQ in Tokyo and Sydney Head Office **had broken down into distinct cultural groups**. Organisational performance was being severely impaired as a result.

There was an acute breakdown in trust and as a result Global HQ were micro managing every aspect of the Sydney Head Office. The trust issue was impacting daily activities.

Our client was delivering upon 75% of the global budget. The cultural division was placing at risk a multi-billion dollar operation. Loss of key personnel would have damaged brand and reputation in a number of JV's.

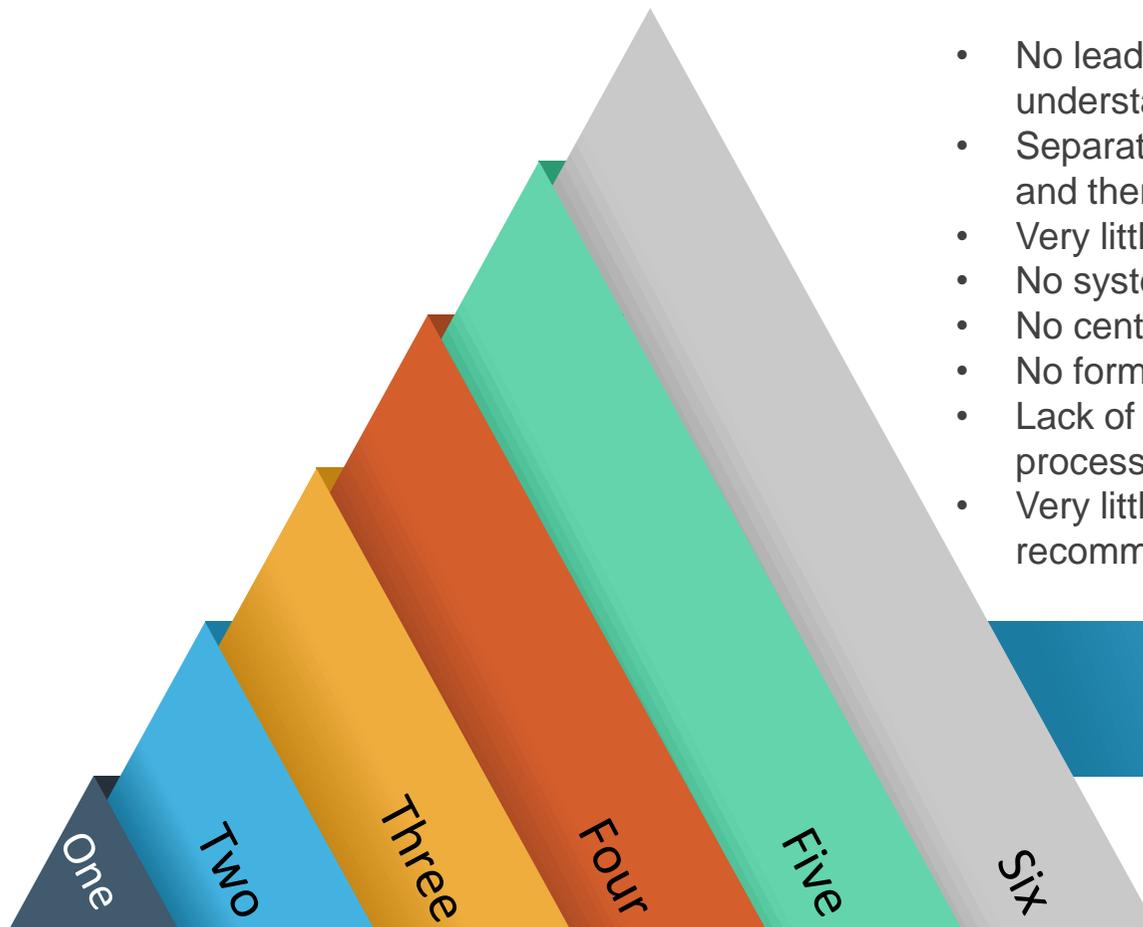
There were **significant governance and risk issues** inherent if the state of play continued..



Trust Factors and Cultural Divide

There was no cultural integration for the rotating employees from Global HQ into Sydney. The hierarchical culture was not functioning with the typical Australian flat structure. As a result we found:

- No leadership framework to demonstrate mutual understanding and respect on ways of working
- Separate meetings on the same topic being held in English and then in Japanese to determine different outcomes
- Very little documented processes and protocols
- No systemised engagement process for all stakeholders
- No centralised knowledge base repository
- No formal contract management process or systems
- Lack of formalised internal and external communication process
- Very little engagement from Tokyo with respect to recommendations



GAP ANALYSIS

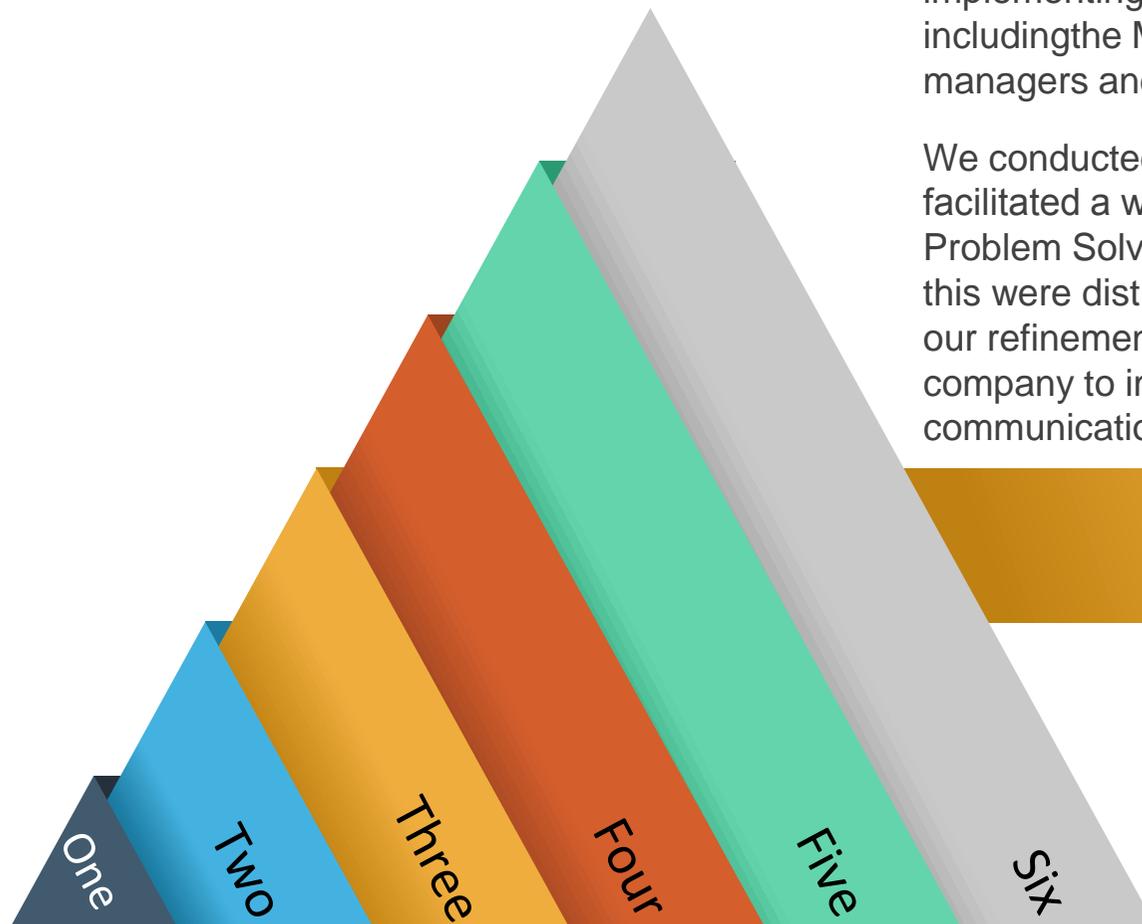
▶ CULTURAL REALIGNMENT

Crossing the Great Divide

A **cultural connection program** was developed and implemented for the Sydney employees (Australian and Japanese alike) as well as a **detailed stakeholder management program** for the Global HQ and Sydney head office. We applied our **stakeholder methodology** across three key components of the client/vendor engagement process.

We **established a Steering Committee** for the purpose of implementing the program. We had a range of stakeholders including the MD, legal counsel, project directors, general managers and HR.

We conducted a company-wide team building exercise and facilitated a workshop at Mitsubishi's annual conference using our Problem Solving model on the engagement issues. The outputs of this were distilled into 15 identifiable areas for development. Using our refinement process we finalised 7 critical projects for the company to implement. We built out highly detailed project and communication plans.



APPLIED SOLUTION

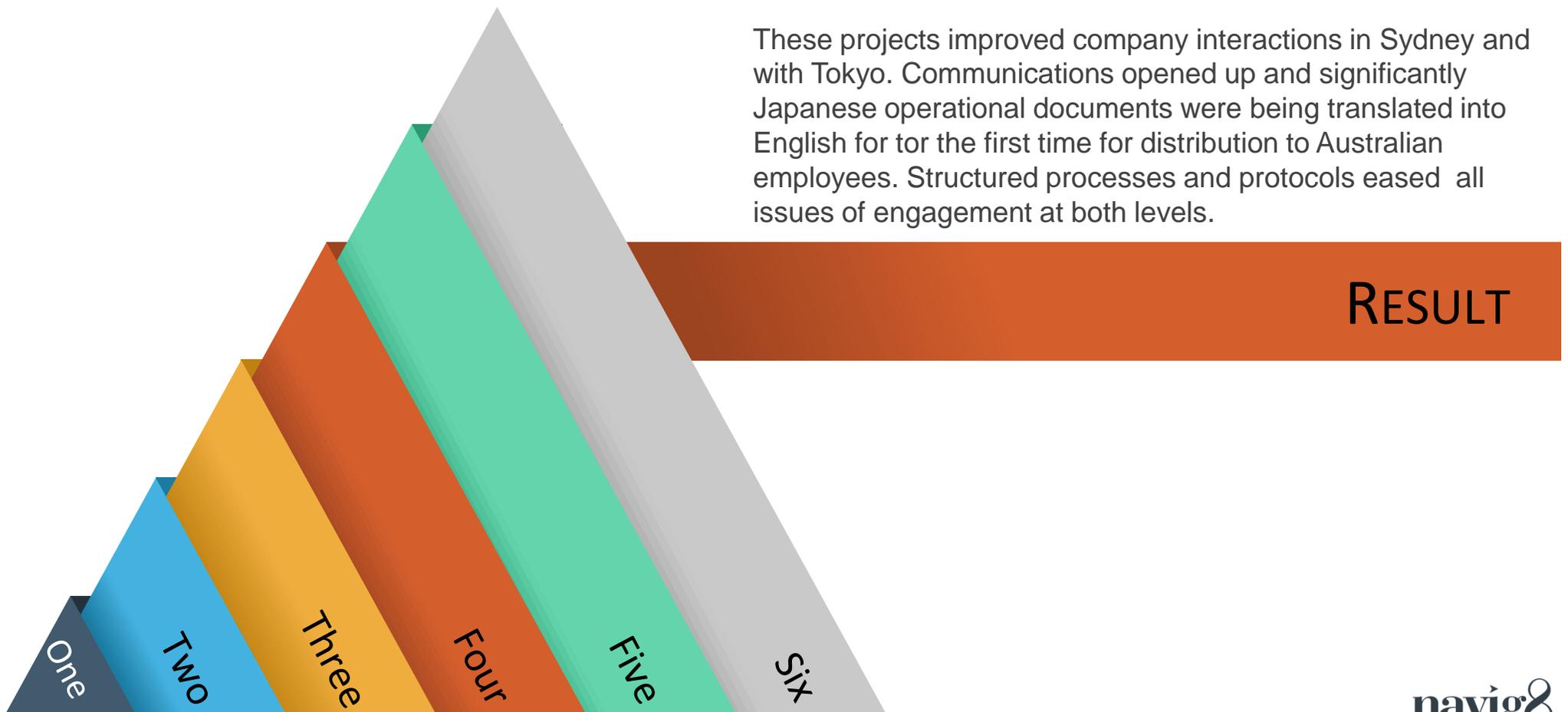
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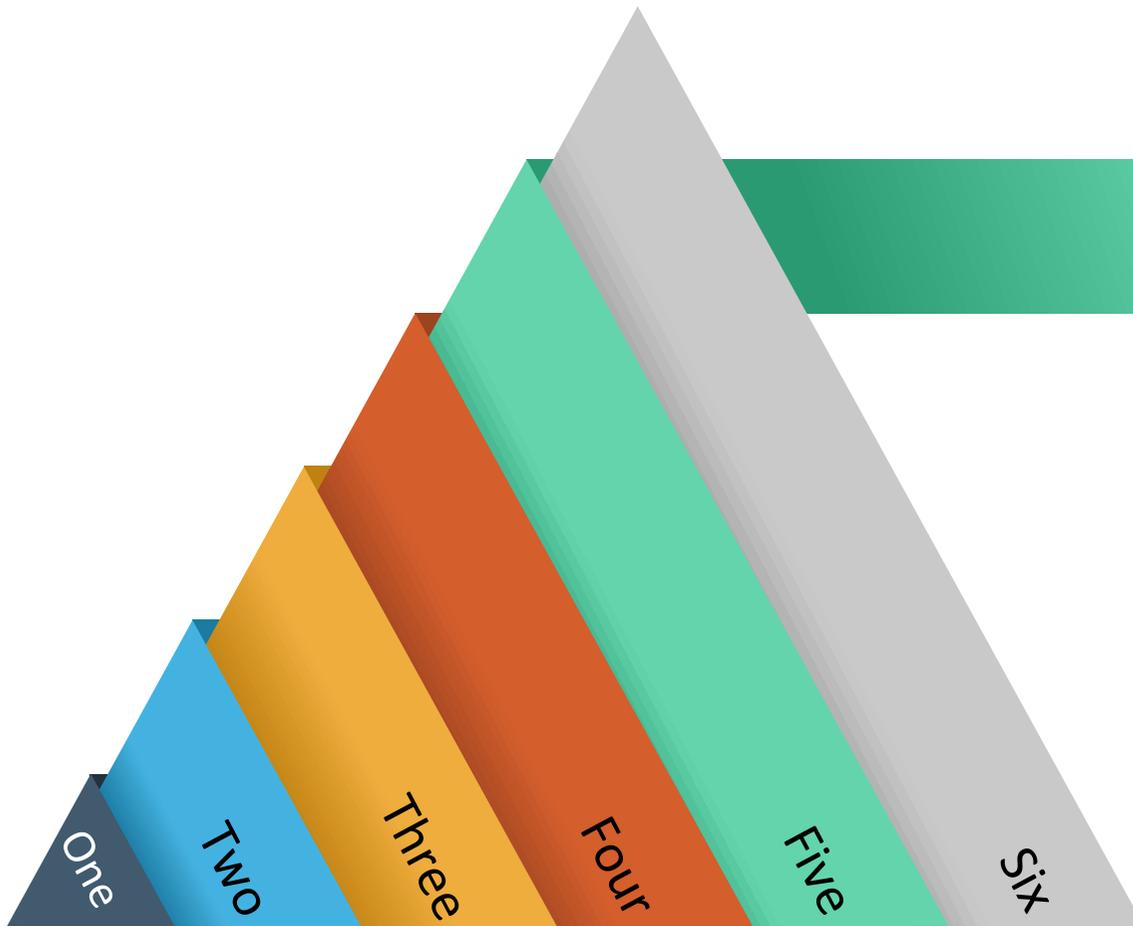
Engagement and Reconnection

The legal counsel from Sydney presented the findings and the detailed project plans for Tokyo sign off which was successfully approved.

Implementation was commenced in a phased approach and all were successfully completed.

These projects improved company interactions in Sydney and with Tokyo. Communications opened up and significantly Japanese operational documents were being translated into English for the first time for distribution to Australian employees. Structured processes and protocols eased all issues of engagement at both levels.





CLIENT TESTIMONIAL

Kirk Yamanaka, Mitsubishi
Development

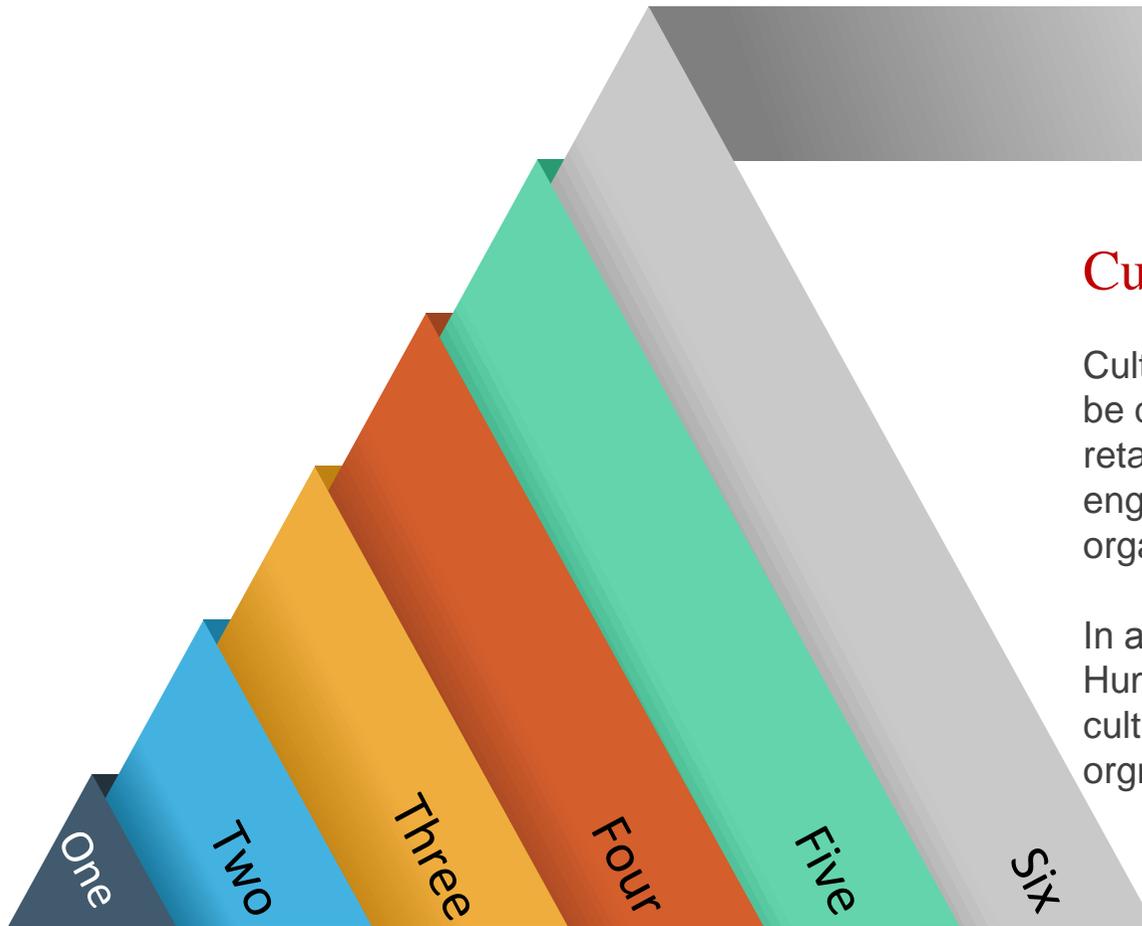
“It is always difficult to view ourselves in an objective manner, to identify and admit our weaknesses, to find alternatives and to set up new and appropriate systems and to work with them. It is always difficult to minimize the blind spot.

During our internal conference, the Navig8 team delivered a very good facilitation process. As we kept saying to you; we did not want to be given the answer, we wanted to create, understand and find the answer ourselves. In all of the above contexts, my expectations of your facilitation process is very great, now we enter the next phase.



CULTURAL REALIGNMENT

FOOD FOR THOUGHT



Culture directly impacts revenue

Culture is extremely intangible, however the impacts can be devastating on an organisations ability to attract and retain talented leaders and employees. Culture and engagement has significant bottom line impacts on an organisation.

In a recently published Deloitte’s whitepaper on Global Human Capital Trends for 2016, leadership, shaping culture and engagement were in the top four priorities for organisations.

Culture Stats Worth Considering

1 **\$11bn**
LOST ANNUALLY IN
EMPLOYEE TURNOVER

2 **33%**
OPERATING INCOME
DECREASE DUE
TO LOW ENGAGEMENT

3 **63%**
EMPLOYEES NOT
ENGAGED AT WORK





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