

# Case Example | Using Values to Anchor High-Performance

Humatica helped drive a high performance culture and consistent behaviors in a global technology firm formed through acquisitions, by anchoring aspirational values in the organization.

## BACKGROUND & CONTEXT

- High-tech industrial materials company
- Public company, active in four continents
- Formed through acquisition of four companies in Europe and North America
- No post-merger integration prior to project
- New CEO, whose main job was to integrate four companies through the re-organization into global, application area BU's
- Vastly different cultures and behaviors in the acquired companies were leading to coordination problems, difficulties and emerging risks

## MEASURES

- Developed a clear set of commonly accepted values
- Reflected current culture and aspirational, high-performance behaviors
- Developed and communicated specific examples of every-day situations and behaviors which were consistent / inconsistent with the values in order to make very concrete and avoid varying interpretations
- Communicated values throughout company with various measures

## RESULTS

- Successfully integrated companies while maintaining sales growth and EBIT
- Values well received in the organization and used consistently over years, despite many further changes in the company
- High employee identification and application of values in daily work/behaviors

## HUMATICA APPROACH

- Employee workshops in Asia, Europe and North America. Participants in each workshop location were drawn from different locations
- Formed common view of future challenges and requirements on the organization
- Developed brainstorm ideas current values and aspirational behaviors needed to succeed in future markets
- Defined behaviors consistent with the values for practical "moments of truth"
- Senior management off-site to discuss, refine and confirm a final set of values and communications charter
- Multi-channel communication back to into the organization

