Transforming cultures for peak performance
Today’s most successful companies focus on creating high-performance cultures as a key strategy to overcome business challenges that have become more urgent and complex: Organizational restructuring. Changes in top leadership. Changing business models. Mergers and acquisitions. Turnaround strategies. Large-scale infrastructure or change initiatives. All these situations require leaders, teams, and the overall organization to perform with agility and a growth mindset. And getting there means culture change.

We are uniquely qualified to help. Senn Delaney is the culture-shaping subsidiary of Heidrick & Struggles International, Inc., the premier provider of Executive Search, Culture Shaping and Leadership Consulting services worldwide. Our singular focus for 40 years has been to positively impact the world by inspiring leaders to create thriving organizational cultures. We align culture with business strategy to achieve powerful results by:

- Creating high-performance teams at the top that lead culture transformation
- Measurably shifting mindset and behaviors of all leaders and employees
- Scaling our proven process from CEO to frontlines anywhere in the world

What’s your culture strategy?

Larry Senn, Chairman and Founder

Mike Marino, President and CEO

Ian Johnston, Managing Director, EMEA
Culture is an invisible force that can enable your company to succeed. A dysfunctional culture can cause great harm and put your company at risk. Are any of these common scenarios occurring in your organization? If so, you should examine whether the culture needs to be changed to address the underlying issues.

**Poor alignment**  
There is a new CEO and many new leaders at the top who need to get aligned and improve how we work together. They need to lead the culture in the right direction.

**Disruptive rapid change**  
Business conditions, customer needs, and technology are shifting quickly and dramatically. We are losing ground to competitors. We need to be more innovative and agile to remain industry leaders.

**Failure to execute**  
We have a strong, well-communicated strategy but we’re not executing it well to get the results we need.

**Culture clash**  
We have gone through or are about to go through a major merger or acquisition. We need to come together as one team with one culture to get the most synergy.

**Resistance to change**  
There is major restructuring. New systems and processes are changing everything. People seem resistant to change. We need to get everyone on board and aligned.

**Underperformance**  
We are underperforming and growth has stalled. People are disengaged and turnover is high. We need to reinvigorate the culture and instill a feeling of winning again.

**Turf wars**  
We have a lot of business lines and teams that aren’t working together as well as we need to be. Siloes and turf issues keep us from performing as one team.

**Inward thinking**  
We talk a lot about customer service, but we don’t really live up to the hype. We need to focus on the customer and improve our satisfaction ratings to support growth.
Choose the right culture-shaping partner

If you needed brain surgery, would you choose a general surgeon to do it? Changing company culture may not be medical science, but it is a complex, specialized process that requires experts with a proven approach and track record to help you succeed. It all begins with the right culture-shaping firm. Here are some questions to consider.

Is culture change a core focus or is one of many offerings?
Culture shaping has been our sole focus and passion for 40 years. We have worked in more than 50 countries around the world and are able to deliver our work in 10 languages.

Does the firm have a successful track record of success?
We have achieved exceptional results for thousands of companies, including 120 of the Fortune 500, starting at the CEO level of global organizations.

Do they have a proven methodology and system to sustain culture change?
We use a time-tested approach of four key principles to change culture: purposeful leadership, personal change, broad engagement, and focused sustainability to align institutional practices, systems, and capabilities.

Can the firm shift mindsets and behaviors?
Our proprietary process changes mindsets by shifting engrained habits of adults through an insight-based learning approach.

Can the firm scale the culture across thousands of employees at all levels?
Culture change starts with the CEO and senior team, but it takes a sustained effort to engage the culture broadly and embed it into the DNA. We can scale our process flexibly from CEOs to frontlines anywhere in the world.

Can the consultants work at the executive level as strategic partners?
As former CEOs, CAOs, CIOs, and SVPs of HR, our consultants have decades of experience working with CEOs and executive teams as strategic partners. They are expert guides at aligning business strategy and culture for lasting results.
What clients say about our impact

Dominique Leroy, CEO, Proximus
“The key objective was to return the company to growth. In the end, we are not doing things that are very different from our competitors. We’re investing, we’re transforming and we’re cutting costs. But why are we successful so far while others are not? I think it’s about the soft issues. It’s about changing the mindset of the people. What made the difference was the Good to Gold culture. This was the glue that enabled us to bring all these transformational elements together.”

Mike McGuire, CEO, Grant Thornton
“We started seeing results that were a lot more immediate than I would’ve ever imagined. Our retention was improved by 500 basis points year over year. We do an employee engagement survey every three years. We had areas that were 500, 600, 700 basis points higher in some pretty key markers of employee engagement. Something that’s unprecedented really in our industry. We didn’t get into this to win awards. But I’m starting to see us win awards all in places where we’re being named best place to work that we weren’t even mentioned before. Now we’re in Top 10 in a lot of these categories. Our firm was just rated No. 2 of all accounting firms by the Vault rating in terms of culture.”

Robert Flexon, CEO, Dynegy
“Certainly, the success today has been driven by the culture that we’ve been working on and everything that we’ve been able to accomplish because we have developed a culture that is formulating around the kinds of things we want to do. A big difference today versus back then is that folks didn’t think we could win. You don’t hear that anymore. People know that we are out there to compete, we are out there to win, we are out there to be faster and better than everybody else.”

Thomas E. Skains, Retired Chairman, President, and CEO, Piedmont Natural Gas
“We have increased by 100% the value of our market capitalization, the total value of the equity investors in our company, and we’ve delivered total shareholder returns over that nine-year period of 161% compared to 147% for the median of our peer group and about 69% for the S&P 500. You can’t get those kinds of financial results without the teammates across the company pulling together in a healthy way that’s focused on high performance.”

Bryan Jordan, Chairman, President, and CEO, First Horizon National Corporation
“The culture has been one of the hallmark strengths of First Horizon and First Tennessee, and I think our team was able to maintain that strength in a period of significant change. Our core companies have done very well. They’ve been strong and getting stronger. That shows up in our customer satisfaction data, both our internal and our external surveying, and it shows up in the anecdotes that we get, the experiences around the organization.”

Basil Scarsella, CEO, UK Power Networks
“The best thing we have seen is a significant improvement in performance in just about every area. Engagement from the employees between 2011 and 2012, for example, has improved by something like 25 percent. The reliability of the network has improved by 40 percent. Safety has improved. Ultimately, being judged to be Utility of the Year, I think is a reflection of everything we’ve done, and importantly the commitment that the management team and the employees have put in.”
What clients say about our impact

Phil Wenger, Chairman, President, and CEO, Fulton Financial Corporation
“Our growth rate is the strongest it’s been in several years and it’s all organic or internal growth. That can only happen if everyone on the team is working to be at their best. Thanks to the work we’ve been doing to shape a more positive, collaborative, and accountable corporate culture, I think we’re in a better position to tackle future challenges than ever before.”

Andy Hooper, Chief Concept Officer, Cafe Rio Mexican Grill
“Our focus on culture has kept our growth strategy achievable. I think the culture will survive the entire leadership team and be a governing factor for many years to come. It will help guide us through the talent crisis that we’re entering. We need to make sure we’re the best alternative that somebody has and not the last alternative.”

Peggy Troy, President and CEO, Children’s Hospital of Wisconsin Health System
“Health really means the broader goal of keeping kids healthy and well, able to learn and become productive citizens. That was the North Star of our strategic plan and we realized if we could integrate all the different pieces and parts of our organization, we would be able to achieve a very audacious goal. We are looking at ourselves very differently as a system of care, as opposed to a bunch of discrete little units. And people behave differently.”

David Novak, Retired Chairman, CEO, and President, Yum! Brands
“When I became the leader at KFC, I was committed to having all of management walk the talk and provide the kind of leadership needed to restore the organization to its former greatness. The Senn Delaney processes and concepts were invaluable, brought out the best in people, and improved customer service, sales, and bottom-line results. They provided the same kind of assistance when I took over Pizza Hut and Taco Bell. We continued to use their processes and techniques throughout all of Yum! as we merged the companies.”

Martin Glenn, Former CEO, Iglo Group
“2011 was our best year yet. We achieved our fifth consecutive year of core category sales and EBITDA growth and delivered on all of our financial targets. The acquisition of Findus in Italy has been transformational and I am proud of the management team’s ability to integrate a large-scale business. We are Europe’s leading ‘pure-play’ branded frozen food business, with all three businesses delivering net sales growth.”

Gen. Joe Robles, Retired CEO, USAA
“People ask me all the time what is USAA’s secret sauce? I keep telling them that a big piece of it is the culture of this company, and it has given us a huge business advantage. You can see the improvement in customer satisfaction. You can see the business results and how we outperformed a lot of our competitors over the past three to four years. We’ve always done well, but it’s especially coming through now because of the strengthening of our culture.”
About Senn Delaney

Senn Delaney, a Heidrick & Struggles company, is widely recognized as the leading international authority and successful practitioner of culture shaping that enhances the spirit and performance of organizations. Founded in 1978, Senn Delaney was the first firm in the world to focus exclusively on transforming cultures. More Fortune 500 and Global 1000 CEOs have chosen Senn Delaney as their trusted partner to guide their cultural transformation. Senn Delaney’s passion and singular focus on culture has resulted in a comprehensive and proven culture-shaping methodology that engages people and measurably impacts both the spirit and performance of organizations.

Corporate offices

Los Angeles
7755 Center Avenue
Suite 900
Huntington Beach, California, 92647
t (562) 426 5400

London
40 Argyll Street
W1F7EB
United Kingdom
t +44 (0)20 7075 4260

©2017 Senn-Delaney Leadership Consulting Group, LLC. All rights reserved. No part of this may be reproduced in any form without written permission of Senn-Delaney Leadership Consulting Group, LLC.