

Aligning Culture and Strategy

The management team of New Horizons, the largest independent IT training company in the world, needed to revitalize and turn around the company. A critical success factor would be New Horizons' ability to create a culture that was inclusive of corporate employees, franchise owners and employees, and company-owned locations. Senior management quickly began to rebuild credibility with the franchise owners, put a five-year plan in place, clarify the organization's mission and vision, and identify the values and behaviors that supported the achievement of that vision.

OnPoint Consulting was brought in to measure how consistently people were living the values and to make recommendations to help close any gaps between current and desired behavior. OnPoint developed a customized survey that helped bring the values "to life" by defining what they looked like in day-to-day behavior. After reviewing the survey results with the senior team during our Action Work Session, a benchmark was established to measure and monitor progress, and recommendations for actions in three key areas were identified. The team also agreed to model the values of "inclusion" and "ownership" by asking each department to participate in a similar exercise and identify actions that would close department and cross-department gaps.