

CLIENT:  
GLOBAL ASSET MANAGEMENT FIRM

SITUATION:  
CREATING A HIGH PERFORMANCE  
CULTURE



# A leading asset management firm targets “good to great” success by using organizational health as a competitive advantage

SITUATION	A high-performing global asset management organization invests in organizational health to fuel a <b>long term competitive advantage</b>
INSIGHT	Input from employees in <b>39 countries</b> revealed an above average starting point in organizational health across all business units, with distinct differences in <b>operating strategy</b> between the <b>Support</b> and <b>Professional Services</b> functions. <b>Support Services</b> were managed with an eye to continuous improvement (Execution Edge) while <b>Professional Services</b> created value by attracting developing and rewarding top professionals in the field (Talent/Knowledge Core)
ACTION	<p>The <b>executive team</b> set an explicit aspiration to take their organizational health to the next level and made two strategic decisions to get them there:</p> <ol style="list-style-type: none"><li>① Acknowledged and encouraged a separation between how Professional Services and Support Services were managed</li><li>② Selected two <b>enterprise-wide priority practices</b> – Knowledge Sharing and Talent Development – that were key to both management styles and would serve as common building blocks for a shared health platform.</li></ol> <p>Specific initiatives were identified for each priority practice at the business unit level with common actions elevated to receive broader enterprise support and collaboration.</p>
IMPACT	Approach has enabled the business units to <b>focus</b> their <b>energy</b> , <b>garner budgetary support</b> , and <b>promote best practice sharing across business units and regions.</b>

