

CLIENT:
CONSUMER PACKAGED GOODS
COMPANY

SITUATION:
PURSUING A NEW STRATEGY



A global consumer packaged goods organization uses organizational health to shift the corporate strategy and drive innovation

SITUATION The CEO of a consumer packaged goods organization integrated Organizational Health in the **corporate strategy** and **org redesign**.

INSIGHT A comprehensive program including the **OHI survey, focus groups, and one-on-one interviews** with **executives** revealed the organization's shared vision to cultivate a **family atmosphere** and **contribute to the greater good**. It also identified **opportunities** to **strengthen execution** by increasing accountability and improving use of primary metrics. The OHI further highlighted a **conflict in beliefs** around how it should create value: **shaping the market** (Market Focus) or **driving continuous improvement** (Execution Edge).

ACTION The leadership team chose to align to the **Market Focus** recipe to become a **market leader** and **cutting edge innovator** via:

- 1 A clearly defined customer-focused strategy
- 2 Clear roles and expectations with follow through for positive and negative performance
- 3 Consistent definition and use of metrics for rewards and targets
- 4 Two-way communication and elimination of inefficient processes and
- 5 Improved leadership through collaboration and challenging growth opportunities

**Pulse Survey:
Impact by theme
six months later**

1

+6
Customer
Focus

2

+20
Operational
Discipline

3

+14
Operational
Management

4

+11
Consultative
Leadership

5

+7
Challenging
Leadership

