



RETHINKING ORGANIZATIONAL CULTURE TO THRIVE IN THE NEW NORMAL

People & Transformation

Business leaders, transformation offices, communications functions and HR teams partner with us to enable change.

Drawing on our decades of experience across industries and in every major geographic market, we assess current and future situations, analyze the stakeholder impacts, and use these inputs to develop successful transformation programs.

What we do

FTI Consulting helps to design and embed organizational culture, and support culture change initiatives aligned to vision, mission and values that drive performance and effectiveness.

As reinforced by the Covid-19 pandemic, times of disruption, change and transformation demand a strong organizational culture that supports business performance in the face of adversity. Culture — whether by design or default — is the critical driver separating companies that thrive from those that flounder when faced with crisis and downturn.

Covid-19 has had an unprecedented impact on the way companies do business and how people work. Our interactions with clients on this topic have shown that as organizations recast business strategies for success in a post-pandemic world, those that are prudent also rethink and rewire the cultural DNA of their organization — how people deliver on the strategy — to meet emerging demands and create a resilient business that thrives in the ‘new normal’.

We believe the organizations that will thrive in this new normal will be those that have a clear sense of purpose, along with a culture that embraces ambiguity and encourages exploration beyond the tried-and-tested, and that is intentionally collaborative both internally and externally, including with non-traditional stakeholders. The Covid-19 pandemic offers every company the opportunity to address things that are not working in their “business as usual” culture and make a fresh start.

At FTI Consulting, we use our proprietary culture methodology to help you crystallize and leverage your corporate culture. We examine a range of levers across tangible aspects (such as governance, structures and processes, communication and performance management) and intangible aspects (such as group dynamics, leadership role-modeling, and individual beliefs and mindsets).

This systemic scan allows us to identify gaps and opportunities across several dimensions — structurally, collectively and individually — that we can adjust to protect and enhance your culture and, ultimately, your organization’s promise to customers.

Recent projects include:

- “Culture by design” post integration — helping a newly merged entity to embed the best of both organizations in its new ways of working
- Assessing the compliance culture of a leading biotech company in order to develop recommendations that will inform and shape the company’s 2025 compliance strategy and roadmap
- Assessing and redefining the culture of an investment bank to support high performance in a post-Covid hybrid working environment, along with designing and delivering the leader- and employee-enablement program to support this cultural evolution
- Crystalizing cultural strengths to enable carry-through into a reshaped hybrid working environment
- Assessing an organization’s culture of compliance to enable risk-intelligent growth and development
- Post-carve-out culture — enabling a newly independent company to establish its own cultural identity
- Vision, purpose and values development post-breach — supporting a firm in a highly regulated industry to “build back better”

Areas of expertise

Culture Assessment and Diagnosis

Surfacing, articulating and benchmarking cultural strengths, weaknesses, risks and opportunities within your organization—covering both tangible and intangible aspects of your unique culture.

Purpose, Values and Behaviors

Redefining or reorienting a current purpose along with values and behaviors to support business performance in a post-Covid, hybrid working environment, and meet emerging market and social objectives; alternatively, distilling what a (new) company stands for through qualitative and quantitative analysis to design and communicate new purpose, values and behaviors.

Culture Change and Transformation

Defining the desired culture and developing comprehensive change roadmaps, enablement programs and materials and engagement tactics to successfully elevate, transition or transform your culture to support your business goals.

Employee Value Proposition

Designing and disseminating a compelling EVP that aligns with organizational mission, purpose and values, resonates emotionally with current employees, and cultivates your future talent by attracting like-minded people and skillsets.

What people say...

“Our people do not seem to really ‘live’ our corporate culture. What can we do to create enthusiasm and support across our workforce?”

“Our transformation is going to bring about a significant change in our culture. Can you help us identify and implement tactics, trainings and strategies to enhance our culture during this change process?”

“I need my leadership team and managers to be role models for the culture we wish to foster internally. They need training to understand the role they play.”

Some of our recent work



Assessing and developing a biotech company's compliance culture

In December 2020, FTI Consulting was engaged by a rare disease therapies biotech to support the in-house compliance function in assessing and developing strategic recommendations to support the company's compliance culture — making the company future-fit as it moved into a more competitive marketplace.

Using a proprietary culture analysis methodology to identify cultural drivers and blockers, our consultants engaged in thorough best-practice research to identify gold-standard compliance trends and future patterns from the pharmaceutical compliance sector.

FTI Consulting also developed a robust survey to identify collective and individual compliance behavior across the firm, and validated findings through focus groups and interviews. The final recommendations report includes recommendations on how to support the organization's future compliance strategy.



Enabling strategic reorganization

As part of a strategic reorganization to drive the digitalization of its business and organization, a new business unit on group level was created.

Inspired by an entrepreneurial start-up spirit and a new operating model, the culture of the new unit was recognized as a key success factor.

FTI Consulting advised the client with a comprehensive culture, change and communications plan, including cross-cultural communication, enablement trainings and culture cascading workshops.



Supporting an organization through a carve-out process

As part of its long-term strategy, a DAX 30 company announced the intention to divest one of its business units.

As part of FTI Consulting's mandate to support the business unit from a people perspective throughout the entire carve-out process, we provided advice and operational support to prepare leaders and employees for the cultural integration.

A concept was designed that allowed a local roll-out in all countries and successfully laid the foundation for the key behaviors and mind-set for the future organization.



Establishing a company culture

Following its carve-out from a multinational organization and acquisition by a private equity investor, our client faced the challenge of establishing itself as a stand-alone company, including its own distinct culture.

FTI Consulting supported the culture evolution, including a status-quo assessment and gap analysis, joint development, and articulation of the company's culture, as well as a concept and operational support to anchor the culture within the organization. The culture visibly supported the strategy and performance of the new company, enabling it to grow and compete in the market.

Meet our people



Sabine Clappaert has deep experience in culture assessment and transformation as an enabler for business.

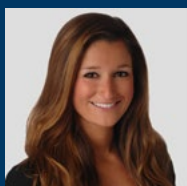
Sabine has led culture change projects for global companies in the technology, automotive, financial services, life sciences and professional services sectors.

She is a certified Barretts cultural transformation practitioner, Prosci® certified change facilitator and team coach.



Angie Gorman provides counsel to engage employees and evolve their cultures in support of business strategy.

Her strategic planning and implementation work supports and enhances executive sponsorship, communications, leader alignment, resistance management and organizational change capability in companies of all sizes.



Alexandra Priola partners with organizations to help them prepare for change, manage through the process and stabilize their position.

Based in Chicago, she has worked extensively on organizational and functional transformations, events and transactions, and strategy changes, collaborating closely with her clients to help “connect the dots” for employees and drive business results.



Victoria Strachwitz is an expert in change management, leadership and organizational development.

The design and evolution of organizational and leadership culture is one of her core areas of expertise. She has helped facilitate and navigate culture change and evolution for numerous clients, triggered by transactions such as carve-outs or integrations, digital transformation, future of work or following disruptions.



Nikita Sood helps organisations and individuals on their transformation journeys by designing effective and impactful people initiatives, to drive sustainable outcomes.

She has worked across regions and industries like life sciences, financial services, consumer goods, technology on large scale organisational transformation initiatives like new operating model design and implementation, organisation structure analysis and design, and culture transformation.



Ilona Indra has 23+ years of experience in different functions and business manager roles across various industries. Ilona is an expert for change management, change communications and leadership enablement.

At FTI Consulting, she supports her clients in cultural change projects such as establishing a flexible working culture, designing a new learning culture and supporting a more agile working culture in the face of digital transformations.



Carolin Dietz is an expert for change management and change communications with a particular focus on cultural change.

Carolin has worked with numerous clients to define, shape and evolve their corporate culture to achieve their business goals. This includes working closely with executive teams to embed the new culture from the top, as well as actively involving leaders and employees bottom-up in the process to maximize their buy-in and support.



Farina Casselmann is an expert for change management and change communications with a special focus on leadership enablement and culture change.

She has extensive expertise in helping clients strengthen their leadership culture, designing the right corporate culture they need to achieve their business targets and sustainably embed required behaviors in the organization. Her work spans the entire spectrum from culture assessment and gap analysis to design of the target culture, to activities embedding the target culture and driving performance.

EXPERTS WITH IMPACT™

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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