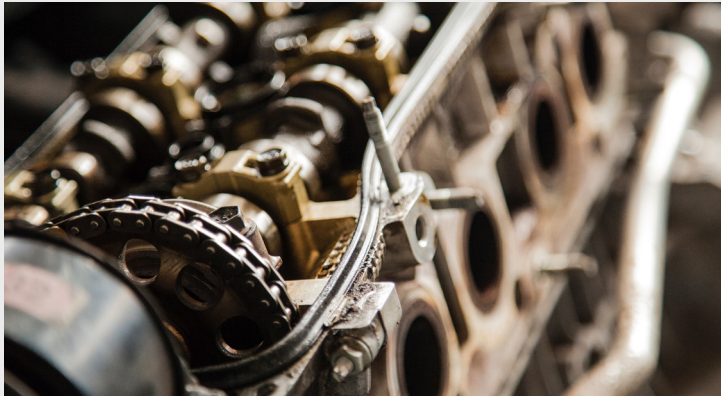


Business Case Private Engineering Company



Problem

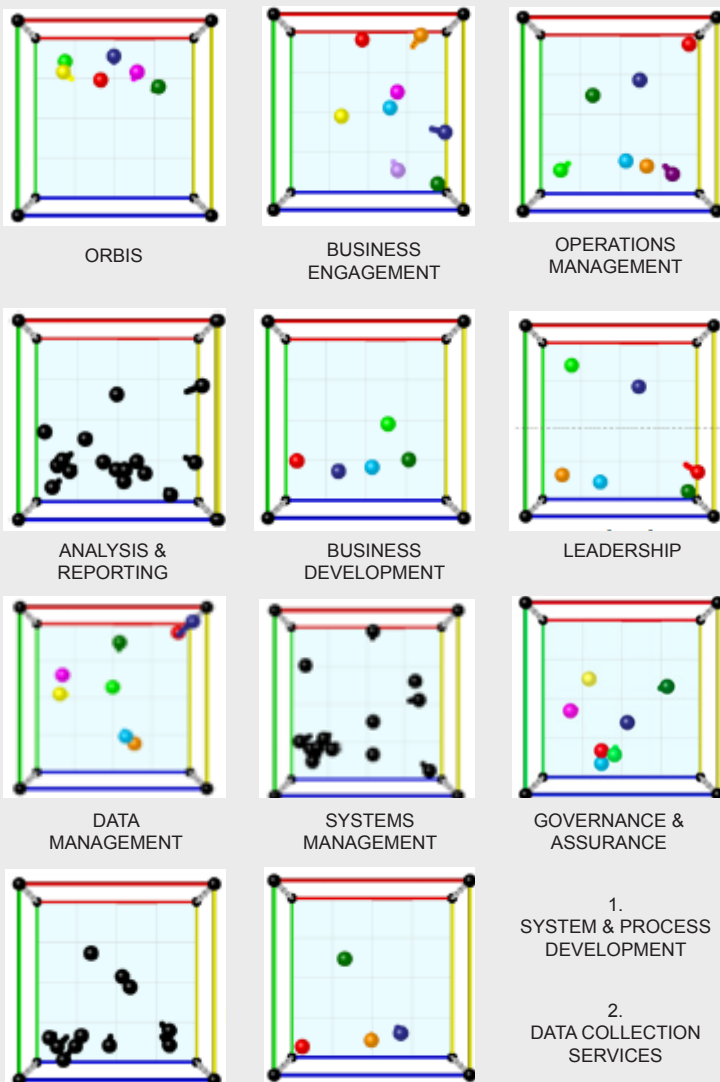
This organisation in the engineering industry was facing problems with the execution of its strategy. Employing thousands of people, management consisted of 11 departments, housing 285 managers/directors. The organisation had a wish to pull together the separate parts into one single directorate for information and intelligence. This directorate had to be the heart of the organisation in terms of diversity. Moreover, the organisation wished for a vision that could easily be executed and would deliver performance not just technically, but also culturally.

Why the AEM-Cube?

Significant changes in culture and behaviour were needed to execute a new strategy that was significantly different from strategies you would expect in an engineering company.

Trajectory

The project consisted of two different stages. The first phase defined what the functions of the value chain of the organisation might look like. Furthermore, AEM-Cube profiles for each part of the value chain were defined. This produced a template of what, in terms of diversity, the directorate should look like.



The second phase was a validation check. During the validation, all 285 managers/directors filled in AEM-Cube assessments to specify what their behaviours looked like, compared to the optimal design defined in phase one. This produced some interesting insights. Teams that matched the desired design were high performing teams, whereas teams that did not match the desired design were performing significantly worse. This confirmed the optimal design. In order to create teams that matched the optimal design, the AEM-Cube was used, after technical recruitment, to recruit senior management that was not yet present.

Observations

The directorate was significantly more relationship attached than anticipated. In terms of exploratory behaviour there was a natural distribution. An explanation for this result lies in the fact that this organisation is an old, family style, organisation. Employees joined at young ages and worked at the company for many years. The organisation was their family and so they established long lasting relationships. Many matter attached individuals thus became more and more people attached. This explained why many individuals acted in an unexpected way in an engineering company.

Results and conclusion

After defining the design and strategy of this organisation the organisation received additional funding. The organisation design and especially the acceptance of the strategy within the organisation provided the necessary confidence by the funding parties. According to management this was the first time in over 40 years that the organisation design was properly defined and the strategy executed as wished. The acceptance of the new strategy by all employees was the result of insights acquired by the AEM-Cube.

QUOTE

"The AEM-Cube principles were the necessary tool to design and validate this organisation."