



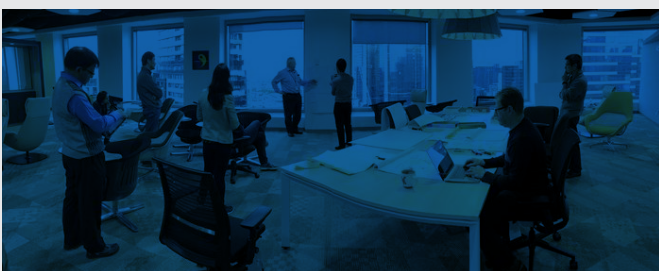
# REINVENTING THROUGH CULTURE CHANGE

Re-Energising IBM Australia |  
New Zealand through culture and  
leadership transformation.

## Background

For over 100 years, IBM has seen, been part of and led shifts in business and industry through its innovation and technological advancements. Throughout its history, IBM has been experienced and differentiated by their people, the IBMers.

What became apparent was that in IBM AJNZ's own transformation from a hardware business to one of software and ideas, the focus on IBMers seemed to have got lost. In the ambiguity and constant change needed to reposition an organisation, IBMers felt change was being done to them rather than with them, eventually losing optimism, self belief and belief in the organisation.



## Challenge

IBM wanted to win, they weren't showing up as a team that could win. IBM knew they had a problem and after a process of elimination, they realised that it came down to organisational culture.

- 01 It's about attitude.**  
Issues with attitude, behaviours and how staff were showing up with clients.
- 02 Customer satisfaction low.**  
Customer NPS suffered despite having a recognised brand and world leading technology.
- 03 Employees were feeling disengaged.**  
Ibmers had lost self belief and belief in us as an organisation. this showed in our engagement score which was the lowest in the IBM world.

There was also a sense of something that others working for large multinationals might relate to – because they were part of a global organisation and matrix organisation, IBMers didnt feel empowered.



## Solution

When IBM Australia & New Zealand decided to evolve its culture, it knew it had to involve those who were most invested and had most to gain – IBMers themselves. With 5,000 employees it was not an easy undertaking.

- 01 Ask those most invested in the culture.**  
 To source the solution, we asked our people what they thought we needed to change.
- 02 Involve people early and often.**  
 IBM wanted IBMers to have a big say in the process and to help develop the answers.
- 03 Renergise by reminding IBMers of their 'why'.**  
 The close partnership developed with Human Synergistics enabled IBM A|NZ to unlock the passion and pride already present in IBMers through innovative solutions such as vision sprint sessions where IBMers were involved in conversations based on three critical questions about the kind of culture to get the best out of them and what they loved about working for IBM.
- 04 Develop Leadership Capability.**  
 The one thing all leaders are in control of is their behaviour and their impact. IBM invested in training 27 internal leadership coaches to debrief and coach their top 150 leaders in Human Synergistics' 360 Lifestyles Inventory (LSI). In addition to Human Resource Business Partners, Leadership coaches included high performing senior business leaders who were able to help their peers understand the value to the business of leading in a Constructive way.
- 05 Communicate, Communicate, Communicate.**  
 IBM has a strong tradition of connecting with IBMers through a number of physical and virtual meetings from town hall sessions, to manager calls to "everything culture" forums. This constant 'drum beat' and experience of seeing and hearing the topic of culture reinforced IBM's commitment and promise to IBMers and was key in laying the ground work for the all important connection and collaboration required through 2020 with the disruption brought on by COVID.

“An unexpected benefit from our cultural change work – it has made our organisation more resilient. Culture has proven to be an important source of stability when other things have been in flux.”

**Katrina Troughton -  
Managing Director,  
IBM Australia &  
New Zealand**

## Results

The results IBM achieved speak for themselves:

