

SUCCESS STORY:

Data Center & Managed Services

Company aligns teams in multiple locations around desired culture

A major data center company had experienced significant growth through acquisition. Operations had been integrated, but cultural integration proved challenging.

Business Results

- Enhanced communication between merged companies
- Improved executive ownership of key cultural behaviors
- Resolved underlying conflicts between two largest locations
- Engaged team around impact on colleagues & customers
- Unified positioning and stories for culture and brand
- Refined talent acquisition and retention approach



Challenge

A leading enterprise-class data center, providing connectivity and managed services grew from two metros and four data centers, to nine metros and 20 data centers, through five acquisitions over the course of three years. While each acquisition broadened the offerings and geographic reach of the company, goals to scale revenue were hampered by conflicts between functional areas.

Approach

DataBank designed an integrated approach to identify underlying challenges and map solutions to define 'what we work for' and evolve 'how we work together.'

- Purpose / Way / Impact Workshop to define organization's higher purpose
- CultureTalk for Organizations surveys to measure cultural Archetype patterns at origin company and acquired companies
- CultureTalk for Individuals surveys for leaders and team members.

- Accountability plan with executives taking responsibility for modeling four key behaviors
- 'Cultural Cornerstones' that embody expected behaviors for all
- Culture 'health-check' survey to measure progress against goals
- Talent and external brand messages to align with culture profile
- Culture awareness programs and materials to support evolution
- Reward Gateway platform to measure cultural alignment

Outcomes

The process quickly created ownership of roadblocks to full integration, both in beliefs and behaviors. CultureTalk provided a common language for sharing perspectives and goals across all nine locations. With this foundation, the company was able to address issues at a structural level, roll-out an accountability plan for leaders, and conduct quarterly culture health checks to keep moving forward.

CultureTalk Patterns Identified



"The results of this engagement are already beginning to bear fruit. I can see the transformation taking place in how we understand and treat each other and our customers. The Archetype framework of the CultureTalk Survey helped us really see ourselves in a way that was unmistakably real but also utterly actionable. We're looking at ourselves and our business in an entirely new light." | CEO