

# Going from Good to Great



Dynamic Controls is the world's leading manufacturer of electronic controls for power wheelchairs and scooters. With offices in the United Kingdom, the USA, Asia, and New Zealand, Dynamic

Controls are faced with many of the benefits as well as challenges of operating at a global level. When Charlotte Walsh became CEO, she implemented a vision of Dynamic Controls becoming the 3M of bio-mechanical engineering. Charlotte implemented lean manufacturing through the 'Good to Great' guiding principles.

## THE CHALLENGE

As part of their commitment to the Dynamic philosophy, assessing the current culture was integral to their culture development efforts moving forward. The culture survey would also serve as a "state of the nation" and a benchmark for any future culture development initiatives.

In deciding on a culture survey appropriate for their needs, the following survey characteristics were of utmost importance:

- A robust survey that provided a strong link to business performance
- The ability to benchmark against other manufacturing and global organisations
- Measuring more than just employee engagement
- Language options: Mandarin and English
- The ability to customise questions unique to Dynamic Controls
- The ability to map items into other business measures and organisational competencies

## OPRA'S SOLUTION

OPRA's proposed survey solution assessed culture across four culture traits and twelve management practices. It identified vulnerable areas and linked culture to performance measures. Survey output made the concept of 'culture' accessible to managers and framed it in dimensions that were relevant to business performance.

After offering voluntary completion of the survey to all staff, results were interpreted at an organisation, department, and management level. Items in the survey were also analysed to inform the organisation's performance against organisational competencies and other business measures.

"From that first survey we found the areas for improvement, acted on them, and the next year saw proof from our people that those actions had made a difference - that gave us confidence to keep pushing.

Seven years on we have been able to develop a significantly better, stronger culture, across all our teams globally, and we're able to tie the progress we've made to the real benefits we have now in a great, innovative, and agile team of people who really do make a difference.

Throughout this journey the OPRA team have coached us, held up the mirror, cheered us up, and helped us make well informed changes to our organisational culture. With this support we've been able to celebrate our successes and drive hard for further improvements. We're still on the journey and they're still with us."

*Charlotte Walsh*  
CEO, Dynamic Controls