



CROWN & MARKS EXECUTIVE SEARCH  
SYDNEY · MELBOURNE · SINGAPORE · HONG KONG  
SHANGHAI · MUMBAI · LONDON

## Media Release

### HR Managers Leading Corporate Culture

Building and maintaining a successful corporate culture has become the challenge of today's corporate leader and in turn their Human Resources Directors.

The only problem is many CEOs lack the skills and understanding of the challenge to implement a strategic plan designed to motivate and inspire their team.

At a recent meeting of some of Australia's leading Human Resources Directors, hosted by Crown & Marks Executive Search, it was agreed HR departments need to play an increasingly important role in counselling CEOs and senior management on managing culture.

When profit margins are shrinking and redundancies are imminent the need for high-level strategic thinking must extend past the business goals and focus as well on people.

Guest speaker at the Crown HRD lunch was Sylvia Vorhauser, Director of Assessment Edge who specialises in the delivery of a broad range of customised assessment, development and integrated human resource solutions.

Vorhauser outlined the need for human resources directors to be leading the leaders during periods of change and upheaval.

"Communicating with the team must be one of the highest priorities during difficult times and HR directors need to be pushing the cause," Vorhauser said

"It is at these times true corporate culture is tested and exposed. Failing to act properly will cause irreparable internal culture damage."

She outlined for the gathered HR Directors the role they should be counselling their leaders to take in the change management process. CEOs must:

- Be visible and involved
- Reinforce mission, vision, values and goals
- Plan proactive communication
- Emphasise the positive and the opportunities

CROWN & MARKS EXECUTIVE SEARCH

SYDNEY - MELBOURNE - SINGAPORE - HONG KONG -  
SHANGHAI - MUMBAI - LONDON

Crown & Marks Executive Search Pty Limited ABN 37 095 336 575  
Level 8 / 28 - 34 O'Connell Street Sydney NSW 2000 Australia  
Telephone +61 2 9225 7400 Fax +61 2 9221 3623  
email@crownmorks.com www.crownmorks.com

- Provide rewards and recognition wherever you can
- Continue to hold expected events: forums, staff functions
- Increase activities that will restore harmony and friendship
- Continue to foster creativity: hold Kaizen lunches
- Design 'what if' scenarios for current business plans
- Be positive and optimistic in their outlook!

According to Vorhauser, the best way to ensure your leaders understand the need for 'culture maintenance' is to test it in the executive search and selection process before they are appointed.

"Gone are the days when motivation and capability are enough to win a top position. Fitting the corporate culture must be a serious consideration," Vorhauser said.

Stephen Lennard, Joint Managing Director of Crown & Marks Executive Search, the first Australian executive search firm to introduce stringent 'culture fit' measures to assist HR directors, agrees.

"Using proven clinical psychological assessment measures Crown & Marks is able to provide HR directors with quantifiable evidence regarding the values of candidates," Lennard said.

"This process allows both the client and successful executive to enjoy higher levels of employee fulfilment, motivation and results given their values alignment," he said.

The innovative Crown & Marks, search process is specifically designed to identify the corporate values of the client organisation and the relative importance of these factors to the candidate.

Values tested may include individual growth, change orientation, leadership, teamwork, customer focus and equity.

Selecting the right leader for an organisation based on measuring culture has proved very successful for Crown & Marks and its clients, resulting in:

- Employee behaviour being more aligned with business objectives due to better cultural fit
- Improved performance management
- Increased retention
- Increased individual job satisfaction
- Improved insight into self and career direction
- Better working relationship with other senior managers
- A true team approach
- Positive impact on team morale.

**More information regarding Assessment Edge can be found at – [www.assessmentedge.com.au](http://www.assessmentedge.com.au)**