

# From Culture to our Purpose:

“From disability, transforming lives, achieving dreams”

18th May 2023

**Denison 2023  
Global Forum**  
*Strategic Culture Transformations*

# FUNDACIÓN ONCE

**Fundación Once** was created in 1988, with the agreement of **ONCE's General Council**, as a cooperation and solidarity instrument of blind people towards other people with disabilities, in order to improve their life conditions.

It is a part of **Grupo Social ONCE**, which is formed by “la **ONCE**” and “**Grupo ILUNION**”.

Through its **Asociación Inserta Empleo, Fundación Once** provides occupational guidance, training for employment and occupational mediation services for people with disabilities.



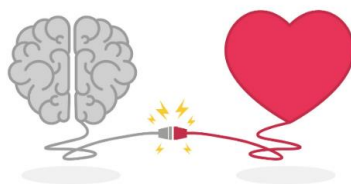
**Full social inclusion** of people with disabilities is promoted seeking the contribution to the **equal opportunities and non-discrimination** principles.

We work towards a sustainable and inclusive development, aligned with the **2030 Agenda** and the **SDGs**.

# OUR PURPOSE

In 2021 we decided to evolve our purpose as an organization, as it represents our **identity**. To do so, we developed internally a Purpose Definition Project, with the participation of our main stakeholders.

*From disability, transforming lives, achieving dreams.*



Once our Purpose was defined, it was validated by our staff, and we started working so our employees could embrace it and develop the sense of ownership.

# EFQM Model

The approach of **Fundación ONCE** to the Denison Model, starts with its experience with the EFQM Model.

1

Why does our organisation exist?

**DIRECTION**

2

How is the organisation going to accomplish its Purpose and Strategy?

**EXECUTION**

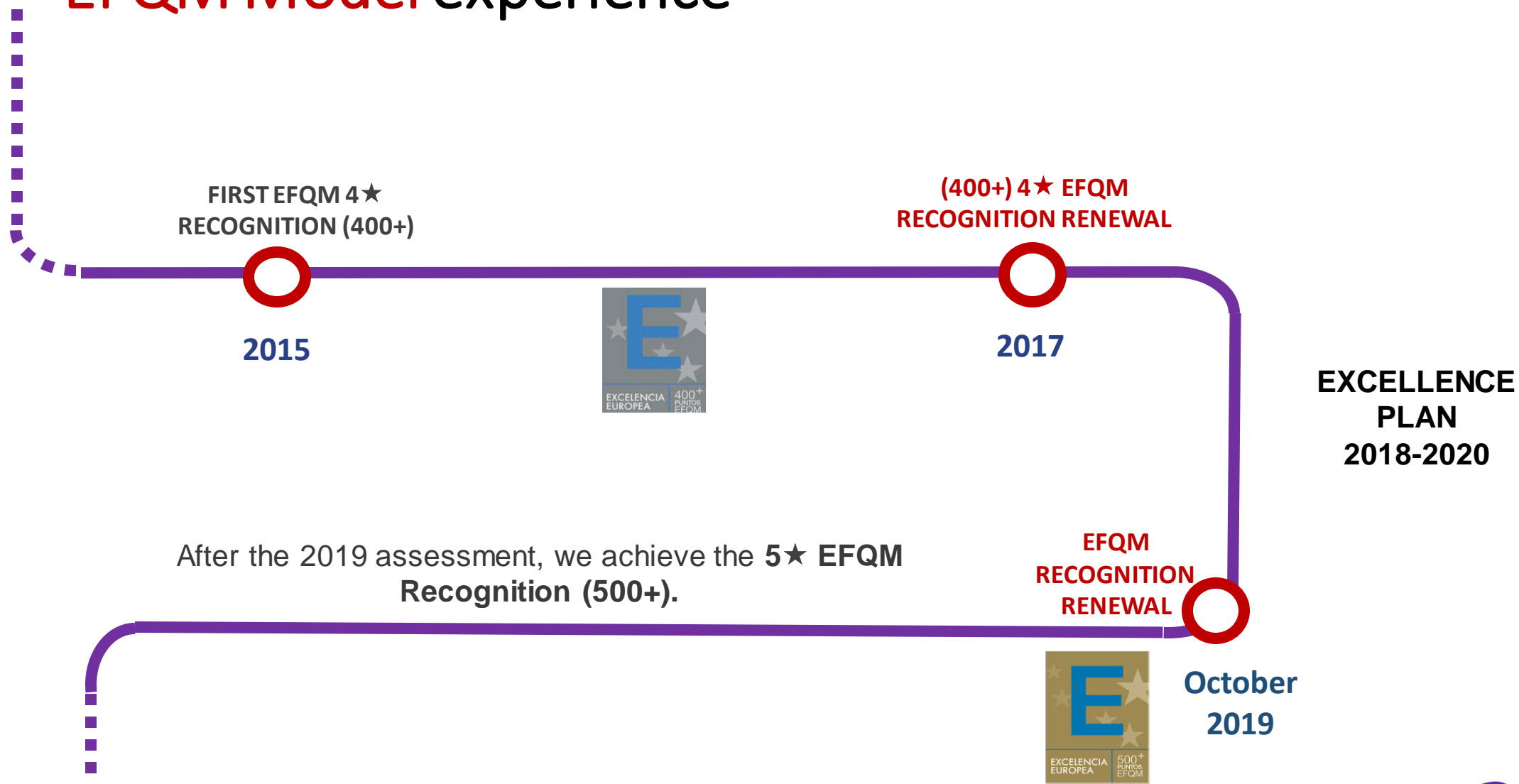
3

What has the organisation achieved and what does it want to achieve in the future?

**RESULTS**



# EFQM Model experience



# EFQM Model experience

Model-based  
assessment

Participative, agile and  
digital assessment sessions

2020 EFQM MODEL  
RECOGNITION RENEWAL

December 2022

## TRANSFORMATION JOURNEY

2022

Enforce or improve  
the assessment of a  
specific EFQM Model  
criterion

Increase the synergy level  
with other **excellence and  
transformation** projects or  
other ongoing initiatives.

High impact level in  
the **transformation**  
of the organization

# Transformation Journey (PETs)

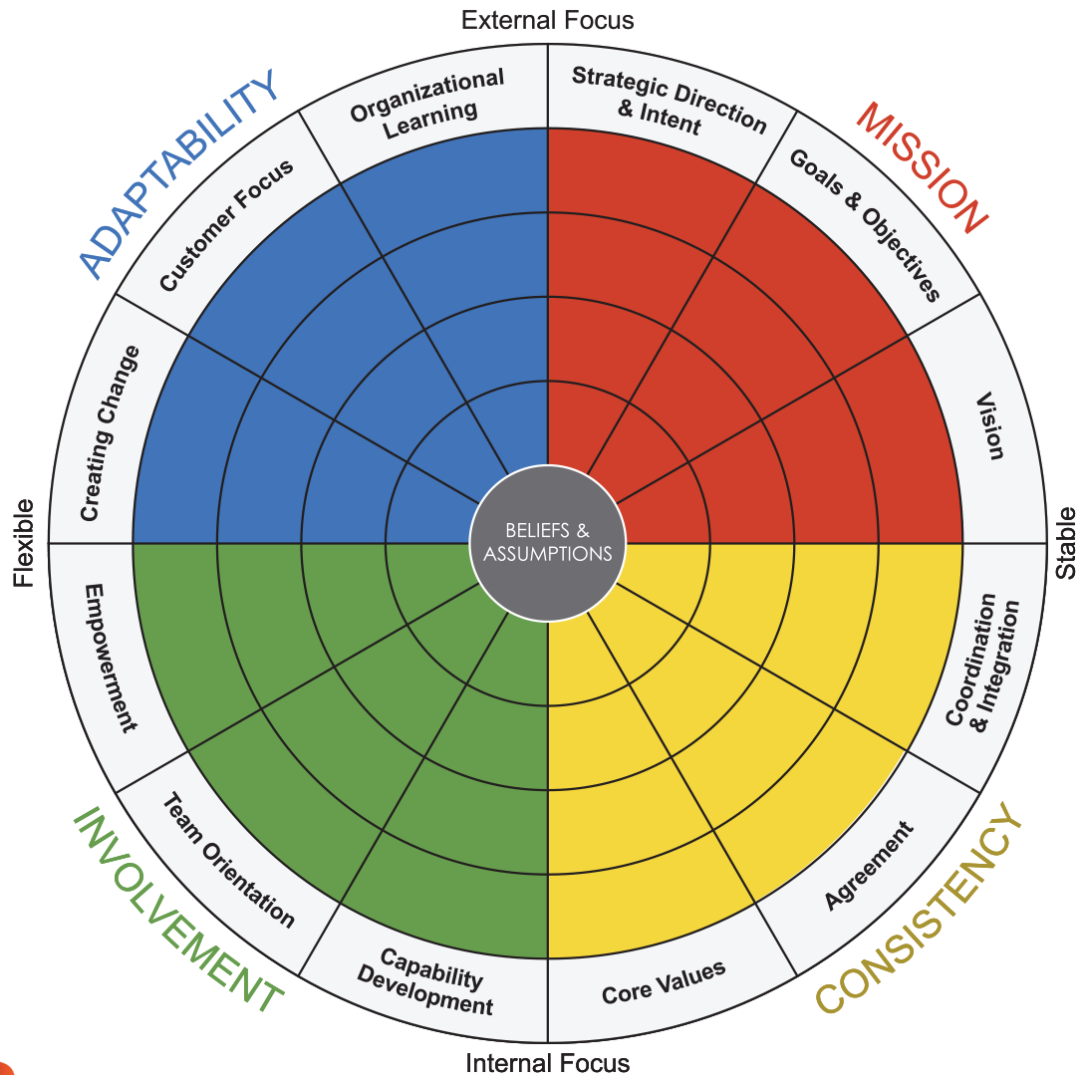


**13 EXCELLENCE AND TRANSFORMATION  
PROJECTS**

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**TRANSFORMATION PROJECT THROUGH  
CULTURE**

# Culture assessment according to DENISON



Worldwide compared model

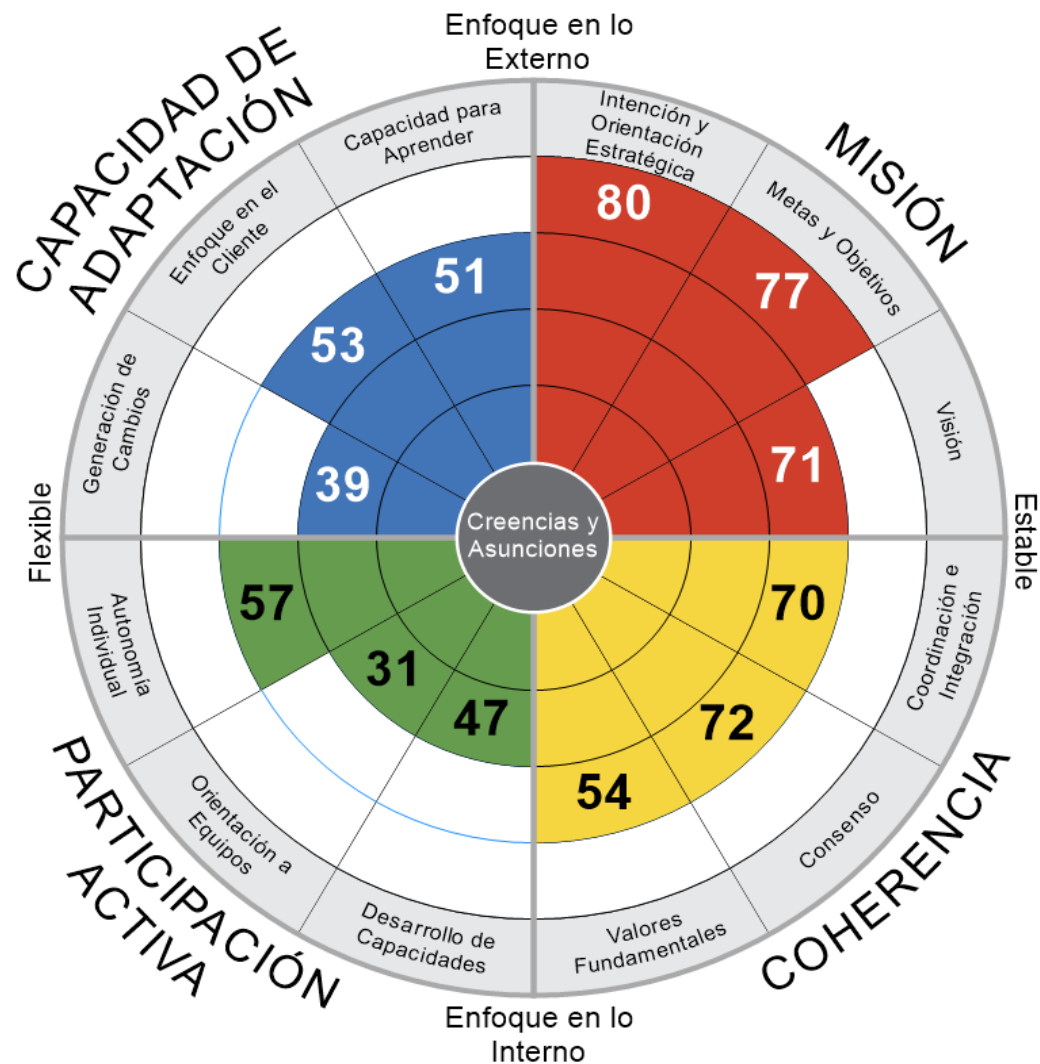
Results are predictive measurements of strategic and operative performance

High-performance Model focused on staff performance and commitment

It allows the analysis of the organisation's beliefs and behaviours



# Culture assessment according to DENISON



N= 297/ 555 (54%)

- ✓ Any score below the second percentile
- ✓ The prevalent dynamic tension is the **STABILITY** (Mission + Consistency) → sustainability and predictability of our actions and results, which generates higher profitability.
- ✓ Need to work the stability balance with the **FLEXIBILITY** (Adaptability + Involvement), so that we can be closer to our client and people's changing needs.

# Culture assessment according to DENISON

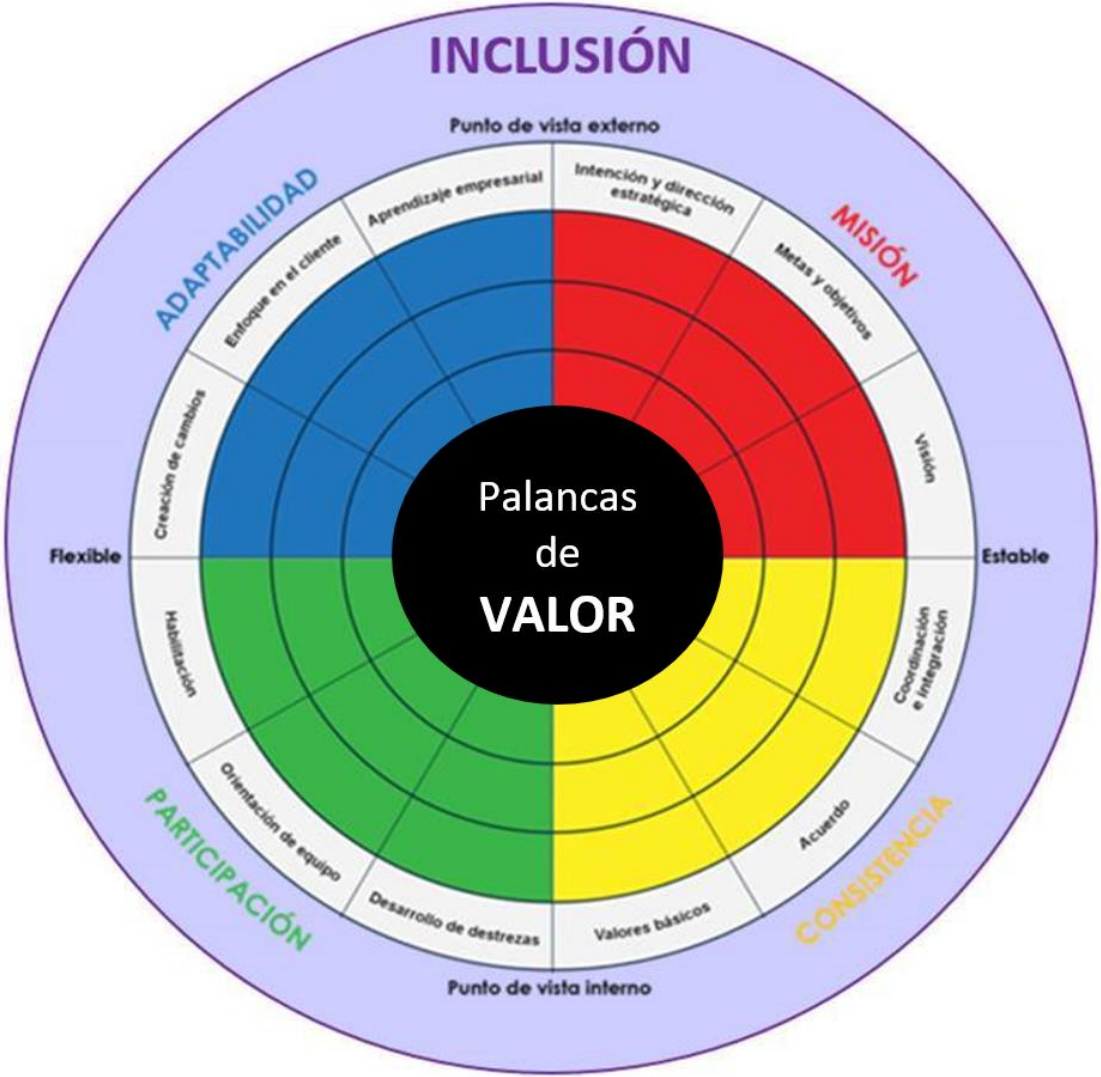
What is one aspect you would like to preserve about Fundación ONCE/Inserta's culture?  
 What is one aspect you would like to change about Fundación ONCE/Inserta's culture?

**+ 300 comments received**

Aspect to maintain	Repetitions
OUR PURPOSE / IDENTITY	41
ACCESIBILITY AND INCLUSION	22
COMMITMENT WITH USERS	17
TEAM FEELING	13

Aspect to change	Repetitions
AGILITY AND FLEXIBILITY	39
COMMUNICATION AND FEEDBACK	25
LEADERSHIP STYLE	20
TEAMWORK	12

# Our OWN Culture Model: High-performing inclusive Culture



Basado en el Modelo Denison ©Daniel R. Denison, PhD.

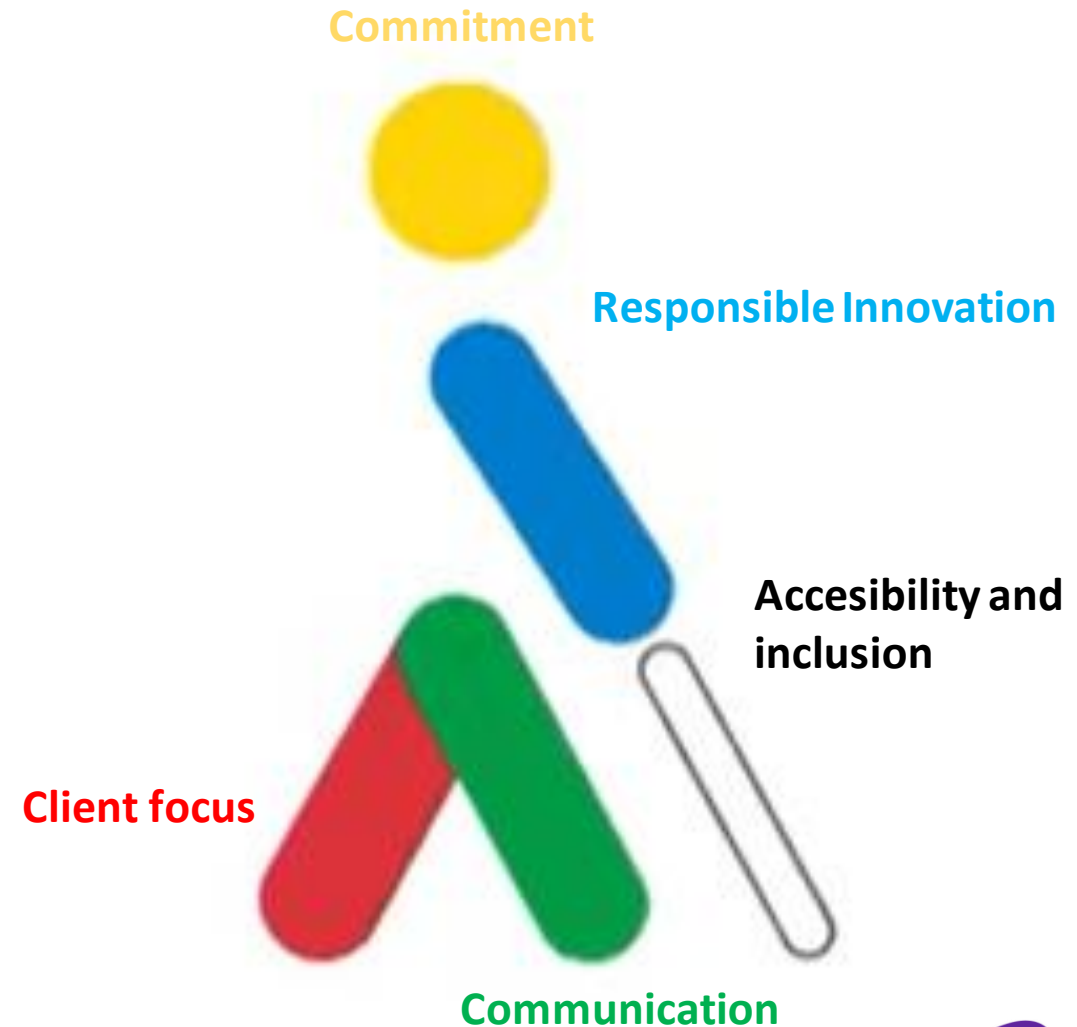


# Our **OWN** Culture Model: Our **VALUE** levers

Our Purpose and Vision

The Eleven values of Grupo Social  
ONCE

The results from the Culture  
assessment according to DENISON



# Key Trait Inclusion: **Inclusive Management**

- **People with disabilities are considered as a stakeholder from a broad perspective:** not only as employees, but also as clients, suppliers, shareholders and investors. Their needs management makes part of our Strategy.
- **People with disabilities have fair and equal opportunities to employment access** and to professional promotion, so they can develop themselves personally and professionally.
- **Our selection and recruiting practices boost occupational & social inclusion,** being a CSR and diversity benchmark (*internally and externally, nationally and internationally*).
- The organization includes people like me, **unique and unrepeatabe.**

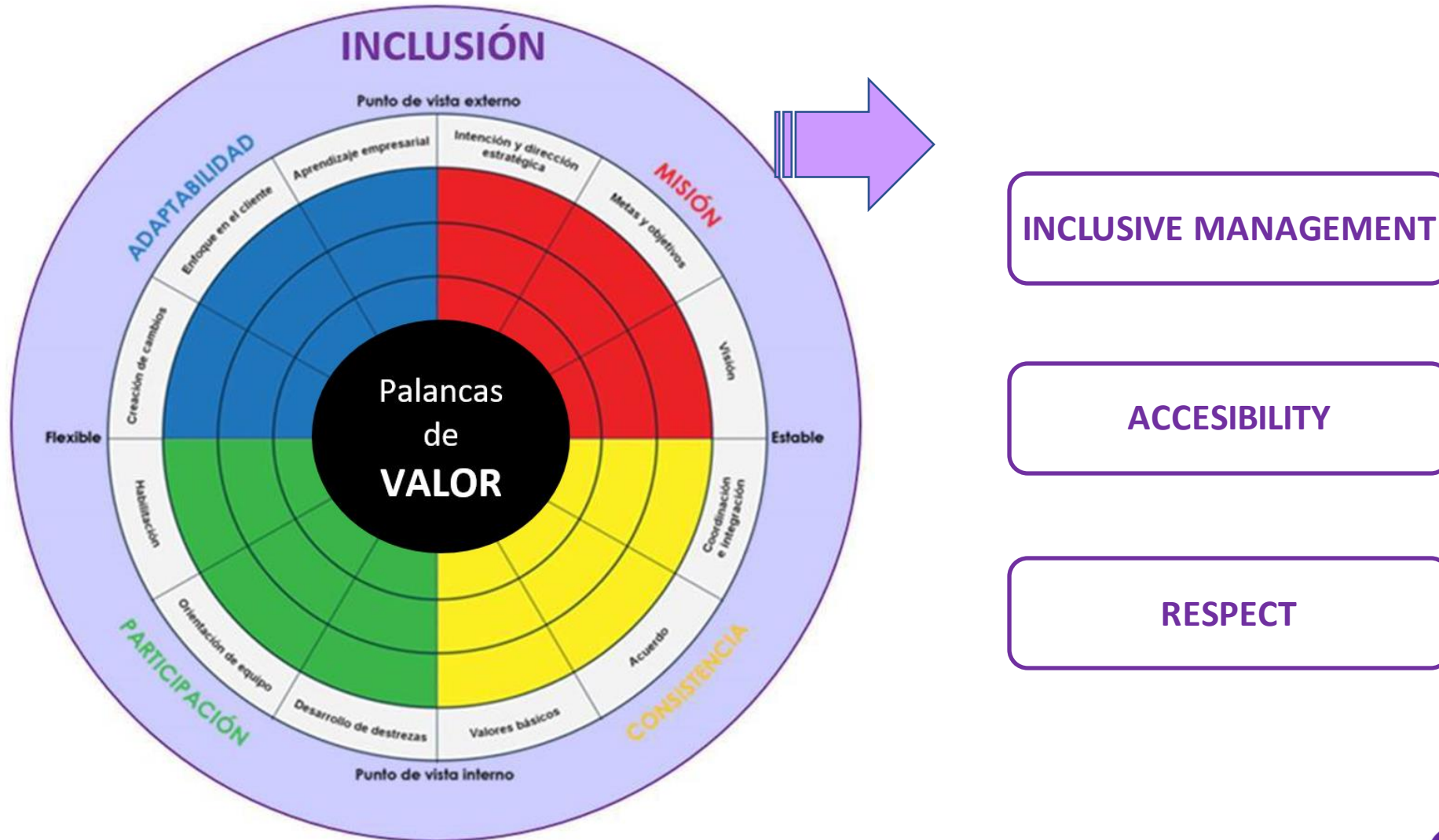
# Key Trait Inclusion: **Accessibility**

- Positive efforts are developed to promote and improve **universal accessibility**.
- We try **to innovate, learn and release new practices and tools** that promote universal accessibility.
- Our methods/processes and procedures consider **individuals accessibility needs**.
- The organization promotes internal communication policies through channels, methods and **internal communication tools that are accessible to everyone**.

# Key Trait Inclusion: **Respect**

- **Equality and dignity of people** is shown in daily interactions.
- **We treat others as we would like to be treated** and we listen and try to understand each other's points of view.
- We show **zero tolerance towards any type of discrimination.**
- The organization boosts policies **to prevent disrespectful attitudes** and to stimulate the free expression of opinions.

# Our OWN Culture Model: High-performing inclusive Culture





# Our CULTURE's governance model

How are we going to assess our progress towards this **high-performance inclusive model**?

**1-** 360 Leadership Evaluations

Aligned with our Culture Model

*Result: Individual or team improvement plans*

**2-** Performance reviews

Measurable behaviours that represent our VALUE levers

*Result: Individual or team improvement plans*

**3-** DENISON Culture survey

Every strategic cycle and when the need is identified

*Result: Starting point to establish an organisational Roadmap*

**4-** Culture Model review

When the Purpose and/or the VALUE levers are evolved

*Result: our own Culture Model that ensures the achievement of our Purpose*

# RESULTS...

ASSESSMENT VISIT

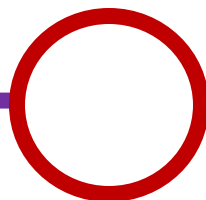
EFQM MODEL 2020



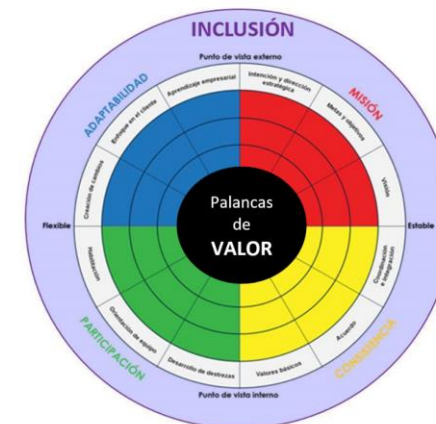
December 2022

**EFQM 6★  
RECOGNITION +600**

GOOD PRACTICE



March 2023



Basado en el Modelo Denison ©Daniel R. Denison, PhD.

**TRANSFORMATION JOURNEY 2023-2025**



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**¡THANK YOU!**



*From disability, transforming lives, achieving dreams.*