



Executive Summary

A major piece of business and people change within the public sector, to produce planned savings of £1,000,000. The 18-month change programme was focused on changing the culture and professional behaviours, contributing to the transformation of the service.

Andrea Goodridge facilitated the change programme.



Challenges

The service was experiencing low levels of engagement, and unprofessional behaviours, which was impacting on team working, effective leadership, and the reputation of the service.

Their objectives were to:

- Evaluate the service changes and understand the impact at all levels
- Explore, think critically and take responsibility to build a vision for the four departments
- Assess personal level of buy-in to the change
- Identify individual strengths and challenges relating to leadership and their ability to manage the change
- Examine the effectiveness of the change and identify key focus areas to address



How the change programme helped

The starting point for the programme was to support the new leadership team to reconcile themselves with the change in order to effectively lead the service through the change. They focused on themselves as leaders within the service, and evaluated their practice, including their actions, behaviour, perceptions, motivation and interactions with others.

Due to the significant change required, engaging the wider teams was essential to achieve buy-in. This included keeping in touch through meetings, maintaining the flow of information, and providing opportunities for teams to be involved to challenge and support the change.

A team-based approach was adopted which promoted a shared vision, common goals and effective collaborative working through demonstrating agreed professional behaviours. This contributed to building and maintaining an environment of trust, involved teams in decisions, and harnessed the strengths within the teams to deliver an effective service.



Results

- A clearer sense of direction and well-defined vision
- Increased self-awareness, insight and confidence
- Smooth transition and accelerated performance in new roles
- Better relationships and team working
- Improved productivity and personal contribution
- Alignment between individual and service goals
- Improved leadership team cohesiveness
- Increased employee morale and a more 'positive' culture
- Improved performance management and confidence in challenging each other



Quote

"Andrea was instrumental in the creation and delivery of a very robust leadership and management coaching programme, which was fundamental to the delivery of both the Programme and the capacity going forward to continue working in a more efficient and collaborative way. The level of complexity, histrionics and overall challenge around the change was huge, and recognised by the 'top table' of the organisation.

Andrea's change approach has been outstanding and has produced results quickly in line with key milestones in the Programme. Finding the right way to engage people through a perfect balance of challenge and support has been the key to progress."