



Executive Summary

An organisational diagnosis within the public sector to understand the current and future state of the service, and make recommendations to enhance performance and assist in ensuring the efficient and effective delivery of a challenging contract by a high-performing team.

To enable the implementation to be undertaken by the internal Organisational Development team, the diagnosis was delivered in partnership with Andrea Goodridge and the organisation.



Challenges

The service was experiencing low levels of engagement, which was impacting on the operating model, leadership behaviours, and the future transformation of the service.

Their objectives were to:

- Assess the current level of functioning
- Identify the presenting issues and their root causes
- Select interventions to enhance the effectiveness of the service



How the diagnosis helped

The McKinsey 7S model was chosen as the diagnostic tool, to emphasise the holistic approach required to understand a team or service. The model includes 'hard' elements (strategy, structure and systems), which are tangible and easily identified; and 'soft' elements (style, skills, staff and shared values), which are more intangible and are influenced by the culture. The diagnosis assessed the current levels of functioning of both hard and soft elements.

The enquiry which lasted three months, began with a facilitated team event utilising the 'World Café' method; a survey to capture personal feelings, perceptions and motivations; individual interviews with the senior leaders; and focus groups consisting of middle and team leaders across the region.



The sessions created the ideal conditions for candid dialogue among staff; enabled them to speak in their own words; explored their views and opinions; and built rapport and created trust.

This approach, which viewed the service as a total system, identified the presenting key leadership and engagement issues, their root causes, elements of the role staff were proud of; and engaged staff in making suggestions for service improvement.

The feedback, which was mapped to McKinsey's 7S model, along with our independent assessment of the development priorities, was presented to the Deputy Chief Executive and staff from the service. This encouraged service-wide collaboration, ensured the feedback was understood, and gained acknowledgement and agreement from staff to enable preparation and engagement with the implementation stage.



Results

- Increased levels of employee engagement
- Increased levels of respect and openness in discussions
- Renewed energy and momentum within the service
- Increased desire and willingness to change behaviours
- Greater whole-service collaboration
- Understanding and acknowledgement of the collective feedback
- Collective agreement to implement the plan to introduce a shift in leadership practices, professional behaviours and collaboration
- Greater commitment and leadership from the Executive Lead



Quote

"Thanks for opening up the engagement with staff and enabling them to share their concerns. You've encouraged staff to take ownership and start addressing long standing issues collaboratively"