

# transforming the culture of an organisation

## CASE STUDY 1

### Working with the Leaders of a University

We were invited to work with a new university at a time when they were determining how to achieve the vision they had formulated to be achieved by the year 2015. The particular issues the university wished to address included:

- Internationalisation
- Funding and sustainability
- Market drivers
- Performance culture
- Mergers/differentiation
- Leadership and management.

We officially launched the programme, and all participants completed a 360-degree feedback tool, and took part in two individual coaching sessions. Personal learning was supplemented by a two-day residential workshop and flexible learning techniques such as Action Learning Sets.

### Evaluation

The programme as a whole was evaluated very positively. Three anonymous comments were:

- “The timing was very good for me. I was a bit disillusioned at the time and joining the programme turned things round for me. There are good people at xyz university”
- “It reduced isolation – sharing uncertainties and pooling knowledge”
- “People were too focused on operational day-to-day issues; this programme gave them the chance to step back”.

### Benefits

A total of 19 specific benefits were identified, at an individual, programme design, benefits to individuals, and benefits to the culture, including:

- Leadership and management development took place
- Visibility of senior leaders and HR has increased
- Cross-university leadership/management mentoring was initiated by the programme
- Set the foundation for longer term initiative and benefits
- An opportunity to get to know the perspectives of other colleagues – from different Schools and Departments
- Developing their perspectives towards their leadership role.

Subsequently, HR staff at the university were trained and accredited to deliver the 360 diagnostic tool as part of a programme in which over 350 staff have participated.