

transforming the culture of an organisation

CASE STUDY 2

Culture Change Programme for Large Metropolitan District Council

We were invited to work with an organisation that at the time was suffering from low performance in relation to achieving government targets, in order to transform its culture to be more innovative and engaging. Our intervention involved the 120 top and senior managers of the Council on a programme of culture change, and the creation of 'change champions' across the organisation.

Concern was expressed about the culture of the organisation following the results of a staff morale survey and an audit which highlighted leadership as an issue that required urgent attention.

What we did

- 120 managers completed the Transformational Leadership Questionnaire (TLQ), and participated in three one-to-one feedback/coaching sessions.
- Participants received two 'Personal Development Planning' Workbooks, which targeted those areas of development identified during their one-to-one sessions.
- Participants undertook development activities including information gathering, personal development planning, team/organisational development planning.
- Participants were offered a series of developmental activities, e.g. self awareness, team working, project planning, strategic planning, action learning sets. These activities were offered at different times of the day, so as to accommodate different working patterns.
- Formal, objective evaluation of the programme.

Results and benefits

- Formal evaluation after 18 months revealed that staff showed higher levels of job satisfaction, motivation and commitment than at the beginning of the programme.
- The council's CPA rating increased by 1 point in the following year.
- The Social Services Department moved from failing in one area to being awarded star status.
- The council became the only public sector organisation to be in the top twenty in a national award scheme.