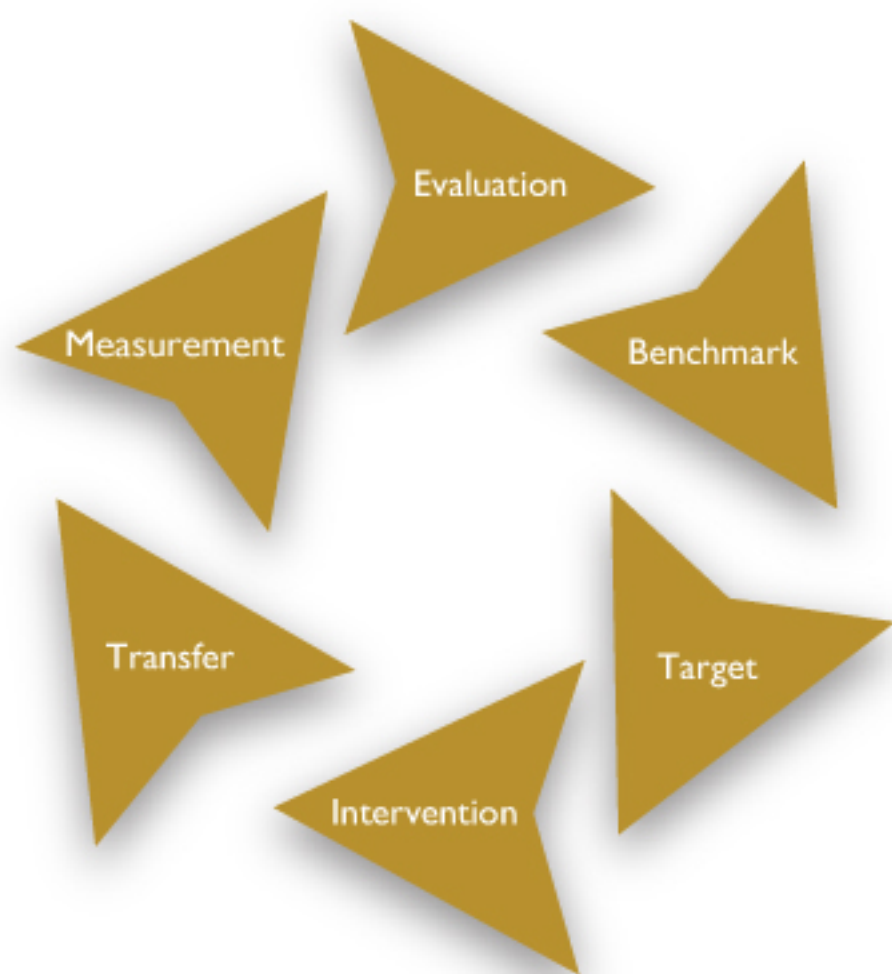


## Case Study

### Introduction

## Change Management Programme

BID Services with Deaf People were preparing to move to a new HQ. In addition to bringing together regionally based teams, they needed to respond to competitive pressure and take their performance to the next level. The senior management team wanted to give staff an opportunity to shape the future of the organisation and influence the culture that would develop in their new headquarters. GPSVision were appointed to develop a change management programme that would help achieve these aims.



GPSVision Performance Improvement Cycle © 2003

### Objectives

- Ensure a smooth move to a new cultural centre and headquarters
- Improve team working skills
- Identify working processes for improvement
- Increase inter departmental communication
- Senior managers to become more visible

*"Our unique support process embeds learning into organisations and provides data on the return on investment"*  
*Patrick Taggart Director GPSVision Ltd*

## Process

GPSVision's 'Shaping Our Future' process helps organisations manage their change effectively by exploring: time-lines, effective team working, culture, inter-departmental working and action planning.

GPSVision facilitated qualitative and quantitative information-gathering sessions with all staff to explore the thoughts and feelings of employees, and develop a benchmark that would inform any subsequent development initiatives.

The sessions covered:

- ▶ Hopes and Concerns
- ▶ Ground Rules
- ▶ Timeline Review
- ▶ Inter-departmental working
- ▶ 10 Steps of Effective Teams

Six targets were identified from the group sessions:

- ▶ 1. Cultural Diversity
- ▶ 2. Communication
- ▶ 3. Development and team dynamics
- ▶ 4. Internal-departmental relationships
- ▶ 5. The Deaf Cultural Centre
- ▶ 6. Progression for deaf staff

BID then identified 6 'Champions' to drive forward progress on each target. GPSVision facilitated a workshop to train the champions in exploring and practising the key skills of facilitation, preparation, problem solving and active listening, and developing action plans based on the 6 key targets.

## Results

A staff conference was held to share the results of the Shaping Our Future process. Many positive outputs came from the process, not least the significant improvement in team working. GPSVision measured BID's learning transfer by comparing perceptions on 'Ten Indicators of a Successful Team' taken before and 6 months after the workshops.

Question	% Improvement
* Established ground rule	3
Improvement plan	21
Awareness of group processes	28
Beneficial team behaviours	32
Defined decision procedures	44
Balanced participation	50
Communication	56
Defined roles	59
Clear goals	67

\* This was the highest rated category at the initial assessment

The staff showed a marked improvement in ratings and BID are now looking to measure the impact that this improvement has had on the organisation as a whole. One noticeable change in the organisation is it has led to a more positive, open and driven climate which is improving the service given to customers.

A diversity programme for all staff has been commissioned with a local university and GPSVision will run a CMI Introductory Diploma in Management. These two programmes should address five of the six target areas.

*"Staff have been well informed of the new venture and I know I have benefited from the programme..."*