



How do you create the attitudes, behaviours, and relationships that my business needs?

There is no blueprint as every business is unique. There would typically be three stages in the process.

Stage1: Understand your needs.

We will always begin by seeking to understand the real issues you are facing. We realise that every consultancy says this and it can seem expensive, and time consuming without any “real” work being done. The old consultant borrowing your watch to tell you the time and then charging you for it syndrome!

It need not be any of these things, is essential for getting the solution right for your business, and could save you money by avoiding doing the wrong thing. (You would be surprised how many of our clients tell us they have done this in the past!).

What are the benefits for you?

- a) We must understand and match your exact business needs. This means that we have to understand the detail. Understanding the right issues will mean that together we can develop the right solutions.
- b) Since the barriers to improvement are to do with the way people think, act, behave and relate to one another you have first to fully understand it. Like everything to do with people, this is complex, and hard to measure or change. The key to changing it is to have an accurate and detailed picture of what is going on.
- c) Improvement stands or falls on the extent to which you can engage your people's hearts and minds. You need to understand what stops this happening in-order to achieve buy-in, and make the change work.

How will we do it?

The process need not be as time and cost consuming as you may think. Many of the sources of information may be available in the business already. With your agreement, we will use the following:

- a) Existing surveys, to show us what is available in the business, and to identify gaps in the information.
- b) Further surveying. Using simple, use friendly on-line tools to gather data where there are gaps in the above.
- c) Meetings and focus groups with top and senior management, and cross sections of staff, employee representatives etc.

We will suggest pulling this together as a report to discuss with top management, with a précis of the issues to circulate to all staff involved. This can then form a basis for action!

Stage2: Delivering Results

We would work with you on the most important business issues you face. These are likely to be in the following broad areas:

- 1) Corporate management; improving the whole organisation.
- 2) Managing change to achieve your desired outcomes.
- 3) Delivering business transformation and continuous improvement.
- 4) Securing effective performance management.
- 5) Getting it right for your customer.
- 6) Developing the effectiveness of your partnerships.
- 7) Developing the skills of your leaders and managers.

Since your teams and individuals are the building blocks of your organisation, this is where we would usually start.

Working with your Teams

We can work with your teams to identify and address important strategic issues. The more senior the team, the more lasting impact on the business as a whole. The benefits for you are that your teams will:

- 1) Get clarity and focus on the changes they need to make.
- 2) Relate their work to the overall business vision and the work of others in the organisation.
- 3) Set and deliver clear action plans.
- 4) Understand and improve their relationships and functioning.

How will we deliver these benefits?

We would use a mix of the following depending on your needs. At all stages we will give team members detailed and motivating feedback:

- a) Profile team dynamics and functioning.
 - Understand the teams strengths and weaknesses so it can capitalise on the strengths and deal with the weaknesses.
- b) Design individual development action plans to address the weaknesses of team members as and if required (see below: Working with your leaders and managers).
- c) Team Facilitation.
 - Work with team to resolve and action plan strategic issues, preferably over a series of team events.
- d) Conduct observation of team members and report back to individuals.
- e) Develop action plan for team functioning.
- f) The team implements their Action plan on strategic issues/team functioning.

Working with your Leaders and Managers

We will also work with individuals to equip them with the skills necessary to manage and lead the changes. You will get all the benefits of working with your teams (above) as well as your leaders and managers being able to:

- a) Identify and address specific and precise skills gaps.
- b) Individuals improve their functioning and relationships.
- c) Don't have to invest in expensive and maybe not very effective training programmes.
- d) You can guarantee direct and measurable improvements in individuals' performance.

At all stages of the process, we will give your staff detailed and motivating feedback.

How will we deliver these benefits?

We would use a mix of the following depending on your needs:

a) Coaching

- Conduct Three-way goal setting to get clear agreement between the coachee, the coach, and the coachee's line manager about the areas to be worked on.
- Conduct programme of coaching sessions (typically six of one hour).
- Coachee and their line manager review the programme achievements through regular normal performance management channels.
- Three-way programme review between the coachee, the coach, and the coachee's line manager to evidence achievement of coaching goals.

b) Conduct observation and feedback of individuals.

c) Cross-functional problem solving using Action Learning Sets.

d) Training workshops: can be organised to address a range of skill building topics related to business objectives.

e) Mediation: Can be used between individuals where relationships are challenging.

Stage3: Measuring Achievement

How often do you really know whether your business improvement initiatives have fully achieved their goals? One of the major benefits of our approach is that you will be able to see and measure your success!

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Firstly you know you have tackled the right issues, and worked in the right areas because you have spent time fully understanding the real issues you are facing, (rather than their symptoms). This will really pay off! Straightaway you are

much more likely to achieve successful solutions!

Secondly, you have identified very clear goals, actions, project plans, and timescales for all interventions. This will have given you a very clear benchmark from which to measure your success. This can often be lacking in other organisational improvement programmes.

We view helping you measure your achievement as part of the service, and not a bolt on extra! Our goal is to equip you to be able to sustain change.

Whatever the intervention, we will go back to the individual or the team to measure the results. We can do this in whatever way you wish, and will always work within your evaluation procedures. Typically, if it is a service or team project plan or task, we will support you through to delivery. For a coaching or training programme, we will measure the achievement of goals with the delegates, and corroborate with line managers. If it is about changes in behaviours, we will resurvey the behaviours to measure the changes. We will record your achievements in an evaluation report to your specifications.

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