

Case Study

THE CHALLENGE

- New Director; different style
- Department restructured
- Skills “gap” for new or changed job roles
Central Government paper ‘*Local Government and Training Organisation*’ identified a national skills gap in leadership
- GBC joined forces with **FTS** to develop the leadership competencies to successfully manage change

THE SOLUTION

- To provide a forum for involvement of the Senior Management Team and to engage the wider management team
- To enable senior and middle management to identify and address the training and development needs aligned to the strategic objectives
- To provide the appropriate management development programmes to facilitate change within the Department

THE BUSINESS BENEFITS

- Helped to establish new Vision, Purpose and Strategic Objectives
- Developed and validated Roles and Responsibilities of each management tier
- Workforce Survey and Engagement Sessions highlighted areas for change
- Action Groups in place to address areas of concern
- Engagement of the wider management team and workforce, for the first time.
- Competences developed and assessed by 360° input

INTERVENTIONS USED

- Survey
- Profiling
- Workshops
- Focus Groups
- Engagement Sessions



**GUILDFORD BOROUGH
COUNCIL**

Housing and Health Department

As part of a different management style from a new Director and sharply increased expectations of Local Government leadership, the Housing and Health Department decided to undertake an **FTS** Workforce Development Programme, aiming to become more dynamic and forward thinking. “**FTS** helped us get an objective understanding of our development needs far quicker than we could have done ourselves” explains Steve Curzon-Hope, Business Development Manager of Housing and Health. “Their input also helped ensure that our approach remained focused.”

The Strategic Management Workshops enabled the Management team to identify and get buy-in to its Vision, Purpose and Strategic Objectives. “There is a lot of value to this initiative as without it job roles, performance indicators and personal specifications are all rendered weak” says Steve. “It has helped us to set the organisation’s expectations of the workforce and our Vision and Purpose Statement has proved particularly important with regard to presentation and PR purposes”

The Workforce Survey formed the basis of the Development Programme. It provided people with a forum to express their views and as Steve explains, took on both symbolic and legitimising significance. “It was symbolic in that it showed the Senior Management Team consulting and engaging with staff but it also legitimises and validates everything that we do as a result. It can constantly be referred back to as well as reflected back to the workforce.”

Action Groups were set up to deal with the areas of concern raised in the Workforce Survey. Representation at the Action Group dealing with Communication issues is broad enough to provide coverage of the whole Department and, as Steve explains, “every effort has been made to ensure that this representation is meaningful and that members are committed as well as motivated. Having established that staff generally prefer face-to-face communication we now have an action plan with practical outcomes and have already made considerable changes to communication practices within the Department.”

With the help of **FTS**, the Department has also been able to address and resolve uncertainty surrounding roles and responsibilities. As Steve explains, “clarification has been a tremendous benefit to the Department. Barriers to stop misconceptions arising in the future are now in place, management boundaries are clearly mapped out and it is easier to ascertain what value people’s actions have to their job roles as well as to the good of the team.”

For Steve, the benefits of a third party analysis are clear. “Because the **FTS** Consultants do not work for our organisation it is neither affected nor bound by it and as a result can be more critical and objective” he reasons. “The only concern of **FTS** is to provide for the business needs of the Department. Due to this external and professional ability, their message is able to carry more weight and credibility and is consequently more easily received.”

“As the project has been getting more complex, **FTS**’ expertise in maintaining momentum and retaining the focus has become all the more valuable to us. The Housing and Health initiative has attracted interest from other departments and thanks to the help of **FTS**, our initiative is now being looked upon as a potential blueprint for further projects”.