

**THE CHALLENGE**

- Department restructured
- Highly skilled Human Resources Directorate lacked cohesiveness
- Roles and responsibilities unclear
- **FTS** to help the team become a cohesive and well-respected body, offering a first-class service to the Trust

**THE SOLUTION**

- To provide a forum for involvement of the team
- To improve team's level of effectiveness
- To provide interventions to help the team manage the dynamics of the new structure

**THE BUSINESS BENEFITS**

- Clarification of roles and responsibilities
- Greater understanding of the team profile
- Greater understanding and commitment to a strong, cohesive and professional team
- Directorate Meetings restructured

**INTERVENTIONS USED**

- Team questionnaire
- Personal Profiling
- Workshop
- 1-1 coaching

**West London Mental Health**



**NHS Trust**

**HUMAN RESOURCES DEPARTMENT**

Following a restructuring of the Department, the Human Resources Directorate had experienced a considerable amount of change. Seeking external advice on how to manage this change, the team decided to join forces with **FTS**. "The programme was a great success," says Kelvin Cheatle, Director of Human Resources. "**FTS** were able to fit in with the style of the team and we always felt comfortable working with the Consultants."

**FTS** carried out Team Questionnaires and Personal Profiles in order to establish the team's level of effectiveness. "The Team Questionnaires were excellent," says Kelvin "and the Profiles were accurate and realistic." Having analysed the results, **FTS** concluded that the recommendation to split into two distinct groups would enable the overall team to be more effective and to work more closely together. "We now have a better understanding of how to collaborate and work together to the best effect and **FTS** have played a very important part in helping us reach this point," says Kelvin.



*The HR Directorate at one of their **FTS** Workshops*

With the help of **FTS**, the team members were able to clarify the different roles and responsibilities within the Directorate. "Now we clearly understand what we do and how we fit together," says Kelvin. "As a team we are definitely moving in the right direction and as a result of the Workshops we better understand each other and this has been carried into the workplace."

The team generally felt that the Directorate Meetings needed to be less repetitive and more focused on delivering solutions and decisions. Conscious of this desire for change, **FTS** helped the team to review their current system. "We have been able to identify the key issues and are now in the process of finding more successful ways to deal with problems," says Kelvin. "The first step has been to agree on proposals for the structure, format, frequency and purpose of the meetings."

"**FTS** guided the team through a very turbulent time," explains Kelvin. "They enabled us to keep the team together and we are now a stronger and more cohesive unit. Getting that personal connection is never easy but the **FTS** approach is sensitive as well as professional and working with the Consultant was similar to seeking advice from a friend. We'll certainly continue to work with **FTS** in the future."