

Organisational *Culture* Change



SITUATION

City College Manchester, the second largest college in the UK, chose Oakridge to help them facilitate a significant organisational culture change

across all of their college sites.

The existing culture was strong and embedded. As well as being large, the College is multi-sited. The time-scale to affect the change was tight, with a critical Ofsted inspection looming.

OUR CONTRIBUTION

Using clear criteria, we selected a group of approximately twelve college employees from across all levels and functions who had the potential to become enthusiastic and effective facilitators of the organisational culture change. They would then be given the necessary personal development and training to equip them with the knowledge, skills and confidence to work alongside senior management from 'within the ranks'.

PROGRAMME DELIVERY

We developed a twelve-day 'Facilitator Team' training programme with follow-up support.

The twelve-day programme was delivered over a three-month period, and was supported on completion by individual coaching. The training and coaching were accompanied by quarterly facilitated meetings. Their purpose was to review progress and agree actions for the forthcoming period, ensuring integration with the strategic plan.

RESULTS

Following the success of the first cohort, its impact on individuals and their impact on the organisational culture, another cohort was identified and the programme was repeated.

The outcome of the Ofsted inspection was significantly better than at first anticipated, and was a cause for celebration across the whole College. Two thirds through the first programme, significant changes were introduced, bringing about substantial improvements to overall performance. The coaching and review meetings will continue, becoming less frequent as the team becomes more and more independent.

WHAT THE CLIENT SAID

"Outstanding programme, material excellent and practical. Learned so much. Helped me make effective, robust/valued decisions."

Head of Business and Professional Services, City College.



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