

A Change for the Better

When an organisation grows fast some communication basics can go by the wayside. Yet how quickly a company identifies a problem and gets its focus back on track will ultimately be a true reflection of its worth as a good employer.

This case study outlines how Contour Housing identified employee concerns with managing change and took immediate steps to working with Oakridge to develop and deliver an effective solution.

The Situation

Manchester based Contour Housing Group has been involved in property regeneration with public and private partnerships for many years and has been through many layers of change. An annual employee review in 2008 found that only 61 percent of employees felt that the Executive Group managed change effectively while only 58 percent felt that the company planned and implemented change properly.



To tackle this issue the company appointed an organisational development manager to look at its people development and understand how it could maximise individual performance. Contour also chose to work with Oakridge Training and Consulting to help develop a solution.

Our Contribution

Oakridge devised a bespoke programme for 60 managers to be implemented at all levels and across a variety of disciplines. The aim was to help build confidence in planning for, communicating and managing change and understanding this need from different perspectives was important.

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continued

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Programme Delivery

Focus Groups were used to understand:

- how Contour understood change to be developed strategically
- how change was communicated and managed currently
- what individuals felt they could do to help themselves in times of change

An induction session presented an overview of the programme and included feedback from the Focus Groups. Participants were able to consider their own change agenda and decide what success looked like for them. Learning styles were also considered and helped Oakridge understand how best to develop and deliver the training. Over the course of the Change Management Programme managers were then introduced to the concepts of personal impact and influence training, leading and managing change, building their teams and the concept and application of action learning.

A final Graduation event four months later enabled delegates to share learning and progress and to celebrate their success.

Results

The training was welcomed within Contour. Almost all participants enjoyed and engaged with the work and there was a strong belief that the organisation was investing in its people. Contour expects the development work to impact in its next Employee Survey.

What the client said:

Catherine Hemmings,
organisational development
manager said:



“It is still early days, yet there have been some clear indications that this has been a most worthwhile investment and we are hearing many positive examples of change. Only recently an employee has spoken of her appreciation of the different approach taken when managing a re-organisation. We are very pleased that in such a short space of time we are able to see some clear benefits for our managers and all our staff.”

