

How a Shared Service function built its transformation agenda through a focus on people first



CHALLENGE

Moving forward with an aggressive transformation agenda without the required identified capabilities.

SOLUTION

A 4 phase Performance Excellence programme, coached in, to develop the required leader and change capabilities.

RESULTS

Sustainable Leadership skills in place with identified changes and performance levels confidently progressed.

- Water / Shared Service sector
- 100% Virtual delivery
- 4 Managers / 30 People
- Bespoke solution
- 16 week delivery period
- Delivered 2020

THE CHALLENGE

The Shared Service function had undergone a change in leadership and was now aiming for a period of transformation. There was a vision for where new leadership was looking to take this across the next 2/3 years which involved a transformation in people & capability, with focus on back office.

A number of perceived challenges were identified in moving forward with this activity:

- The need for clarity of both identity and purpose.
- A lack of Visual Management (the concept of boards, visible meetings, indicators etc).
- Not building capability to be able to move forward in the best way
- Resources in place but not maximised e.g. improvement roles but no invested in their skills and knowledge to fully leverage the roles

THE SOLUTION

We adapted our Performance Excellence offering to meet the challenge. There were 4 phases across 16 weeks.

Phase 1 - We spent time understanding the business area.

Phase 2 - Working solely with management to develop awareness and co-create phase 3.

Phase 3 - Delivery of a number of Operational Excellence elements into the team environments through coaching.

Phase 4 - Sustainment activities to support the team moving forwards.

This approach was delivered across 4 teams with around 30 people in total of which there were 4 managers and one HoD. The delivery also encompassed 2 process specialists to help build problem solving skills and knowledge required for the transformation.

The solution was fully Virtual due to the teams working arrangements and delivered using MS Teams and virtual whiteboards with a mixture of group and individual coaching.

THE RESULT

The management team developed sustainable leadership skills which allowed them to flourish and grow in confidence. This in turn impacted on teams performance and ability to move the transformation forwards.

The teams began talking more openly and honestly which lead to having more constructive conversations aligned to core purpose.

Daily hubs were a feature of the solution and as a result these became an effective way of the team discussing the things that matter and using visual management principles. Teams that were struggling to communicate effectively before now had really constructive discussions in support of daily performance improvements.

Get Knowledge helped develop sustainable leadership skills within my team. I have seen my team flourish and grow in confidence and performance. They are talking more honestly and having constructive conversations. The daily hubs are really effective and the team are using visual management. The team is greatly strengthened by the work we have done with Get Knowledge.



Sam Ryan -
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Are you seeking to sustainably improve your performance?

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GET KNOWLEDGE