

Cultural engagement in a commercial environment

Client

Xchanging
(Technology Services)



Industry
Business Processing

Age / History
Started 2000

Size
8000 in whole company,
1800 in Technology

Executive Director UK region
Paddy Byrne

Think Feel Know Engagement
Since Feb 2009 with Technology Services but has increased across other divisions in the UK region

The speed of growth of our business has created big challenges in maintaining understanding and alignment. It was critical that we invested in our communication and engagement capability to underpin the growth that we expect to maintain in the future. TFK's approach is exactly right for us and will put us in a stronger position to handle these challenges.

PADDY BYRNE,
EXECUTIVE DIRECTOR UK REGION,
NOVEMBER 2010

Challenge

The initial issue was leading cultural change within a very commercially focused business. The senior management team were a new team struggling to communicate effectively in a rapidly growing business.

Fundamental change within the business would mean that it would have to be much more adaptive and flexible going forward. Lack of alignment within the team was visible to the staff and this was in danger of affecting morale, mood in the division.

The business had achieved scale very quickly and the leadership capability was largely in "catch-up" mode and lacking effective decision making.

The divisional leader at that time, Paddy Byrne, recognised that this would call for a more flexible leadership style, and this challenge started with him personally.

The coaching solution

The prime focal point of the engagement has always been the Think Feel Know framework.

The Divisional Leadership Team were taken through a TFK one-day workshop as an opportunity to put in place a better relationship platform. This has since been built upon with further workshop activity, and by ongoing personal coaching of the key players engaged in leading the change process including Chris Sells, Quality Director and Mary Burrows, Internal Communications Manager.

Since the engagement with TFK, Paddy Byrne has been promoted to Executive Director UK region which has resulted in some wider engagement with other leaders in the business.

Why TFK?

There was an early recognition that effective communication would have to sit at the heart of this change process. Traditional approaches to communication and staff engagement would not be enough. Think Feel Know was seen to offer something effective and different.

Results

Commercial

- A leadership team that is better equipped to stay aligned and focused, and reach effective decisions along the journey of significant business change

Cultural

- A team that feels more connected to the business vision and to each other
- Leaders that feel more confident in their ability to handle a challenging cultural change imperative
- More effective engagement with staff across the business through employee forums which are producing very positive responses and lasting effects. 