

Case Study

An extremely well-respected charity, operating for over 100 years, is aiming for service transformation to reflect the changing needs of current and future generations of users as it moves into its second millennium of providing care for the vulnerable.

Providing home-based care to vulnerable people in the South West of England, this charity has operated successfully to high standards since its creation. It is now one of the biggest service providers in this market in the region and has over 180 staff and volunteers.

The challenge

A new CEO was appointed to the charity and charged with developing the organisation, to recognise changing needs for home-based care among current and future users of its services. It also needed to respond to changes in the funding environment, as Government turns increasingly to the charitable sector to deliver services in place of the state. This necessitated significant service transformation, requiring a co-ordinated management approach and buy-in from staff. In addition, the CEO was tasked with raising the profile of the charity, to achieve a level of external recognition commensurate with its market success.

The issues

- Service transformation to meet changing current and future demands from clients and funders, and secure longer-term sustainability and a higher profile.
 - The need for clear strong leadership from the new CEO and management team.
 - A change management strategy to help staff understand and adapt to the new direction and demands placed on them.
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The approach

Newtonhr Ltd offered Management Development support and Coaching to the Senior Management Team to help them work together to develop the leadership skills needed to drive and manage change within the charity. This involved:

- Assessing the Senior Management Team in-depth, as individuals and in the team context, to determine their skills, aspirations, strengths and weaknesses.
 - Developing and facilitating a dual pronged package of coaching for senior managers as individuals and as a team.
 - Supporting the implementation of Performance Development Reviews for all staff reflecting a series of strategic objectives linked to organisational change and development.
 - Designing and facilitating practical management skills sessions for senior managers to help them guide and support staff to deliver against their objectives, and provide clear, constructive feedback on standards and performance.
 - Working closely with the Senior Management Team to help them link their developing team and leadership competencies with the day-to-day management activities that they encountered, ensuring that skills learned in training could be effectively implemented in practice.
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The outcome

- Managers were providing more active leadership for the charity, as a team and individually.
- The charity gained a performance management system that was aligned with organisational goals reflecting the strategic direction in which it was aiming to move.
- All staff had personal development plans to enable them to achieve their goals within the context of a changing organisation.
- Managers implemented a renewed drive for excellence within the charity.
- The charity was able to embark on a number of new business initiatives.