

Building Capacity for Change at a Professional Services Organization

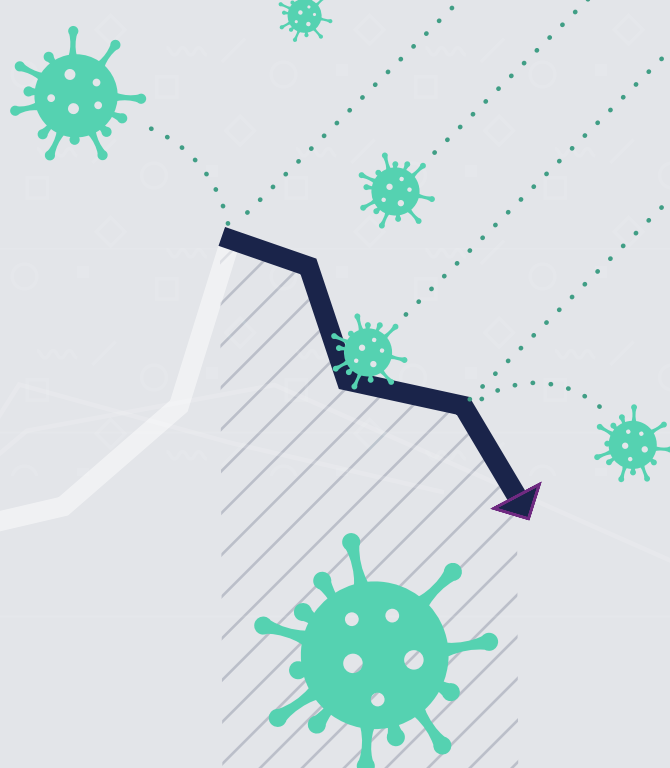
The Challenge



We had previously partnered with this client on a manager development workshop for its process excellence team, focusing on maximizing group dynamics in order to build future capability.

The unprecedented circumstances of Covid-19 presented new challenges for the team and their responsibility of ensuring quality and efficiency throughout the business.

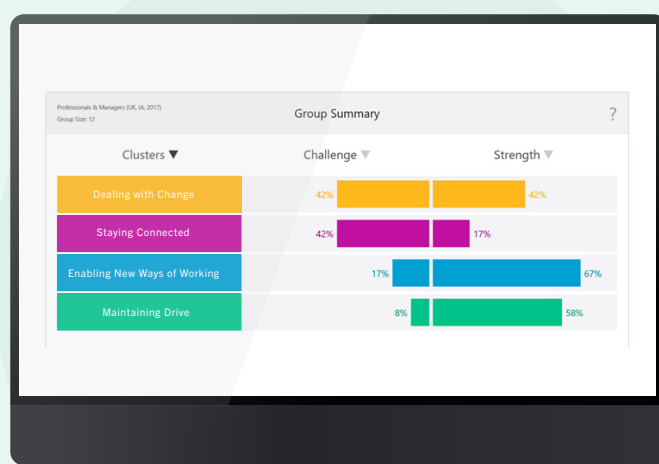
Two key challenges for the team were **supporting their people through amplified change and uncertainty**, while also **keeping targets on track amidst rapid transformation and disruption**.



The Solution

Each member of the team completed Wave Professional Styles and received a one-to-one feedback session in which they explored their individual Building Resilient Agility report.

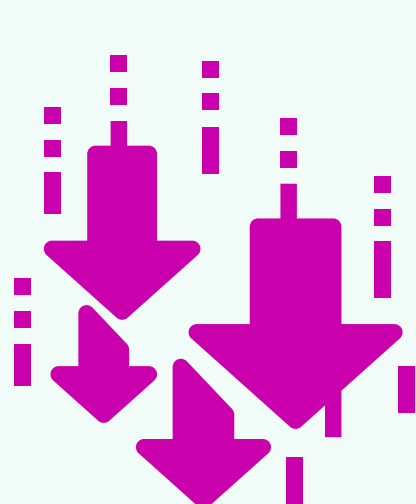
The **Resilient Agility Group Overview** was then generated and shared via an online workshop. During this session, the individuals were able to see how they could work together and with other teams to pave a path for success through this period.



The data from the group profile highlighted key areas for action:

1

‘Enabling New Ways of Working’ and **‘Maintaining Drive’** were two key group strengths. This was particularly important as the group were accountable for driving internal operational excellence to ensure optimal product and service delivery for their clients. Despite turbulence in the market they needed to adapt solutions to suit changing demands and ensure new initiatives were seen through.



2

‘Staying Connected’ was a key challenge area for the collective group and posed a risk to how well their areas of strength could be leveraged. There was increased challenge in areas such as ‘establishing rapport’ and ‘teamworking’ with 90% of the organization now working from home. To be successful in the longer term, the group had to consider ways of maintaining transparent communication, guiding and supporting their teams through everything they were doing.

3

‘Dealing with Change’ was an interesting area, split equally across the group as a challenge and a strength. As this was a critical area for this group both personally and to engender positivity for change in their teams, we dived deeper into the individual profiles to unpick the behaviors underpinning change. The group explored and discussed their own preferences and challenges areas for dealing with change, assessing how they could work together to mitigate the potential risks and leverage their individual strengths for improved collective performance.



Benefits to the Organization

Following the group session, actions were put in place to deliver lasting positive change:

STAYING CONNECTED

- Moved from bi-weekly meetings as a group to weekly meetings with the pace of change moving faster than usual.
- Initiated more frequent catch ups with the senior leadership team. As everyone was working remotely and there was no longer visibility or access to this group in the office environment, the department directors recognized they had a key role to play in making sure their teams felt connected to what was going on.
- Scheduled more frequent catch ups with their own teams and looked at different ways to utilize virtual development and team building activity.

MAINTAINING DRIVE & ENABLING NEW WAYS OF WORKING

- The team set up working groups to liaise with other key contacts in the business to prioritize a new roadmap of required deliverables.
- The team recognized that they were good at taking action but there was a risk of them working independently. By bringing others in, it could increase efficiency and ensure they had their finger on the pulse of what was needed most.

DEALING WITH CHANGE

- Change champions were identified.
- As a team, they recognized the differences in how each of them approaches change and how they needed to build on this to create a positive outlook for team members during this period.