

Case Study: Training to Cascade Change



Know+Do were contacted to by a Housing Association after delivering a conference masterclass for the National Housing Federation. We were asked to provide a bespoke management training to support the organisation through a forthcoming period of significant transformation.

Purpose

The CEO of the Housing Association was retiring after more than 30 years at the helm. On top of this the social housing sector was undergoing massive change in how they earned and forecasted their income. Thus significant change was being felt both organisationally and individually; being able to manage change at both levels is critical for sustained success. Such an approach needs planning and supporting in order to be successfully embedded within an organisation. Many managers have most of the skills necessary but lack a systematic framework for their successful application with their direct reports. Know+Do have developed a practical coaching skills programme that can support managers to deliver more effective coaching interventions.

Process

An initial meeting with the senior team helped to understand what sort of support would best fit within the organisation's existing learning and development offer and the likely key challenges that managers would face over the next 12 months. Then a coaching skills programme was written to support middle and senior managers to aid the business transition.

The management training was undertaken over a 4-month period, with 30 managers split into two cohorts. They attended two group learning sessions with action tasks to apply in between. It was delivered at times and venues most convenient to the staff managing the daily operational pressures of housing and supporting vulnerable people on multiple sites. A full set of learning materials including handbooks and references to further study were shared. Our style of training encouraged open discussion and analysis of 'how' and 'why' – two key questions busy managers often feel they have little time to ask.

Payoff

The training in coaching techniques showed managers how to engage and support staff during the process of transition. It identified several issues around communication that the managers were able to work on during the sessions and address. This in turn made it easier to delegate tasks and ensure more staff responsibility for their actions. This was a subtle but significant shift that will continue to make a difference as the sector copes with more structural change.

Know+Do observed that the managers had previously been 'trained' in coaching but were not using the tools within their daily processes. Feedback from our practical focussed intervention noted how they had learnt the value of applying and promoting coaching within their everyday context. The client was also left with a series of operational tools and models that the managers could use with staff on an ongoing basis to support their personal development and other specific areas such as building high performing teams and having difficult conversations. Many of these can be repeated to see what progression is being achieved.

For more information on this case study contact info@knowanddo.com or call 0161 24804567