

Distributed leadership to achieve longed-for change (2018-19)

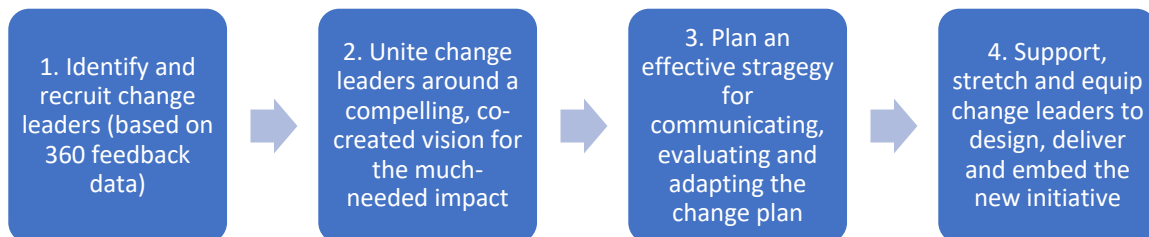
– Water Utility Company (350 staff)



The context

This organisation was needing to scale and increase profitability, but its culture was old-fashioned and resistant to change. HR had long wanted to transition to a ‘coaching culture’, and the number of managers had rapidly reduced, along with morale. A staff engagement survey and an Investors in People report made it clear that things had to change.

We were brought in to recruit, equip, and support a team of internal ‘Coaching Champions’ who would design and deliver the change. The process was:



We completed the first cycle of the programme in 18 months with immediate results. [Staff engagement scores were much higher](#) around support, clarity of goal setting, career progression, team targets and learning and development. [Investors in people described the impact as ‘fantastic’](#). Through [monthly bitesize sessions](#), the initial intensive work with the coaching champions spilled over to include additional early adopters to the job + programme to volunteers who were looking for new skills and ways to enhance their leadership toolkit. At the end of programme review the 8 coaching champions evaluated the culture to have progressed across all 24 metrics (see over).

What the client said

“We’re really proud of the results we’ve achieve over the past few years. Our coaching provision is unrecognisable from where we were, and that’s testament to a lot of hard work by a lot of committed people. We couldn’t have done it without the expertise and support that Will has brought to the process, helping us get clear about what we really wanted, and

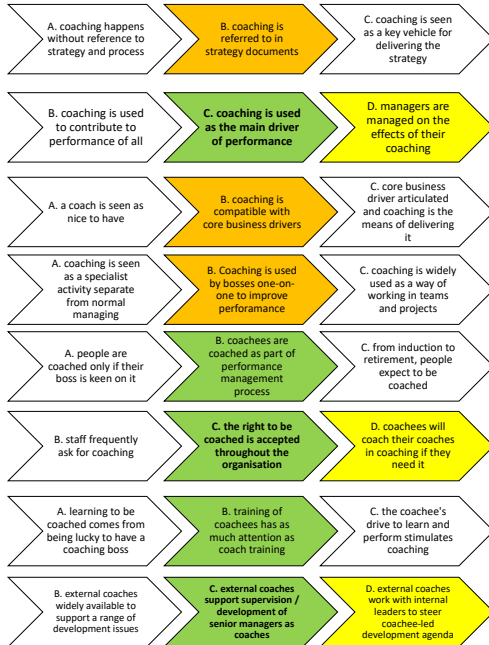


pushing us when we needed it to keep moving forwards. Most of all it's been amazing to see more people across the business energised about contributing in this way and pressing in to learn new skills."

The end of programme review

9 out of 24 = +1 progress, 6 out of 24 = +2 progress

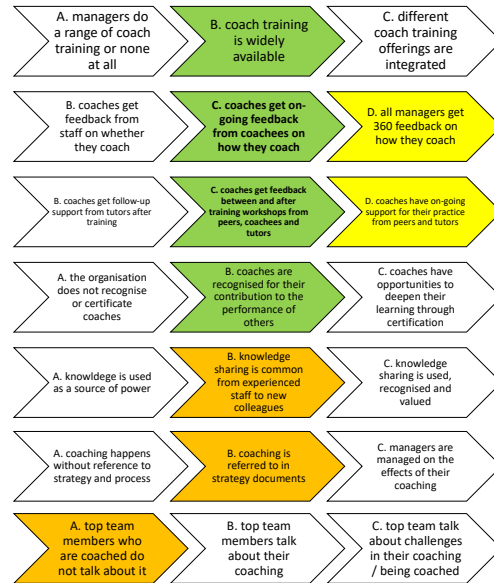
Key: Orange = non-mover; Green = +1 progress; Yellow = +2 progress



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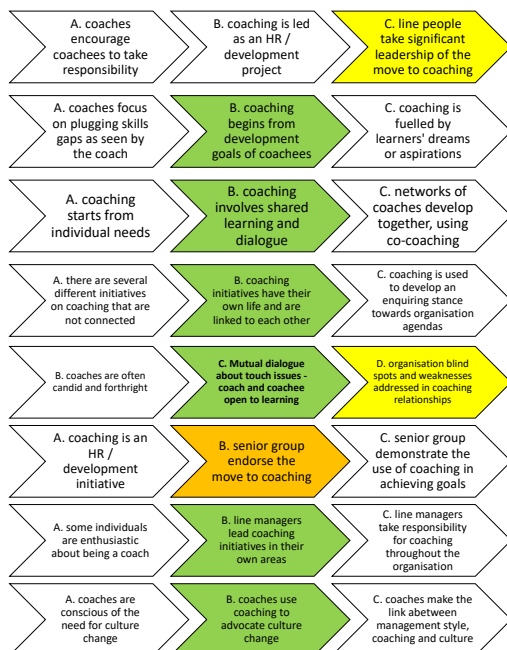
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