

Linking Behaviour to Bottom Line Performance

Four Groups Case Study

“Through our work with Four Groups, we have maintained productivity and been proactive in working with and engaging those parts of the organisation affected by the changes. I have been very impressed with the impact Four Groups have made during the period of change and in the behaviour and performance of our people since.” Barbara Stuttle CBE, Executive Nurse, South West Essex PCT



Case Study Overview

Client: South West Essex PCT

Industry: Healthcare

Synopsis: *On the back of an organisational change program at South West Essex PCT, Four Groups provided guidance and a framework to embed the changes as quickly as possible, preventing unnecessary disruption and maintaining productivity throughout the change process.*

Background

Following a series of internal restructurings, merged departments and new reporting lines, Barbara Stuttle was keen to embed these changes as quickly as possible. It was also important to avoid further disruptions and to maintain existing productivity levels whilst the new ways of working and reporting structures took hold. By focusing on behaviours, relationships and culture through the use of 4G, Four Groups provided insights and guidance that enabled these objectives to be met.

Agenda

Combining a period of organisational change with an already substantial workload created a number of consequences for the organisation;

- Productivity and ongoing work schedules needed to be maintained
- Newly created teams needed to get up to speed and operational efficiency in a short period of time

- Existing and potentially new problems had to be identified and resolved
- The knock-on effects of the change on the organisation needed to be understood and managed

Given the already high workloads and stretched resources, the changes needed to be implemented and adjusted to as quickly as possible. Furthermore, Four Groups' focus on intangible factors such as behaviours, relationships and culture provided an invaluable complement to the more tangible process-oriented elements of the program.

Solutions

By focusing on the intangible aspects of the change program, Four Groups provided a number of interventions that proved significant in aiding the change and maintaining productivity. These benefits were as follows;

- Maintaining existing productivity and increasing flexibility
- Faster identification and resolution of

problems

- Reinforcing the change in the minds of individual team members

Maintaining existing productivity and increasing flexibility was a key benefit. By helping people understand their own reaction to the change and how this would impact their own working style, it became much easier to adjust to the new ways of working and flexibility was increased accordingly. Similarly, 4G reporting materials helped people better understand and improve their relationships with new colleagues, ensuring that people were able to develop strong communication and mutual understanding quickly and easily.

One of the most important benefits from Four Groups' input came from the speedy identification and resolution of potential problems via the use of the Visual Team Builder software. Via the software, understanding how the changed organisational structure and workflow correlated to new group dynamics and relationships had two advantages. Firstly, via 4G reporting materials, workshops and feedback sessions, existing problems were quickly addressed. Secondly, by predicting the outcome of new relationships, potential problems or issues were identified and resolved before they had time to develop.

Ongoing Development

In order to sustain the realised benefits, Four Groups work with South West Essex PCT is ongoing. With a focus on the intangible aspects of productivity, all of the projects are intended to further increase the performance of the organisation. To date, this has included using 4G during the recruitment process to optimise candidate fit, working with existing teams to optimise working relationships and communication and one on one personal development work.

Who are we?

Four Groups offers a methodical approach to understanding behaviours, relationships and culture. This document introduces some examples of our work in the form of a client case study.

Four Groups Ltd
5 St. Johns Lane
London
EC1M 4BH, United Kingdom

Tel: +44 (0) 20 7250 4779
Email: contact@fourgroups.com
www.fourgroups.com