



Inspiring people to do it differently...

StickyChange

# Financial Services Change Management CASE STUDY

## THE DESTINATION

A client in the Financial Services sector approached Sticky Change about upskilling its management population in managing change. The need for the managers to be developed in effectively managing change had emerged from three sources:

- The results of the Employee Engagement survey which highlighted that staff felt change could be managed more effectively
- The desire to embed a newly defined culture - enabling managers to have conversations about the new culture, understand it better and take ownership of bringing it to life
- The implementation of significant company-wide change projects, including the roll out of a new operating model and the supporting IT infrastructure.

The company was keen to upskill the managers in how to effectively manage these change initiatives, deal with the resistance which inevitably results, and take their people with them.

The target participant group was managers across all its divisions, including its brokers – a total population of around 130 people – and 10 workshops in total were run in various locations.

## THE INTERVENTION

The one day workshop introduced the participants to practical tools and techniques that enabled them to understand how people react to change and to actively engage their employees in the change initiatives.

We presented a number of techniques/models, illustrated their use and the participants practically applied them on both the newly defined culture and on change initiatives happening in the organisation at the current time.

In particular, we spent time enabling the participants to gain clarity about the new elements of the culture. Eight cultural elements had been defined – such as ‘Passionate about Customers’ - and the participants worked in small groups to identify what will be different when each of these elements are embedded. i.e.:

- What will we see happening
- What will we hear people discussing
- How will we feel
- What with the business results be

In addition, we used Stephen Covey’s Circles of Control and Influence to categorise all the concerns that the participants had about embedding the new cultural elements.

What this highlighted was how many of the concerns are either directly under the control of the managers in the room OR are ones they are in a position to influence.

Following on from the workshops the HR team collated all the material that was generated using both these models to communicate out to their stakeholders. The benefits were:

- Significantly more clarity was gained about what the cultural elements actually mean in practice
- The culture gained more credibility as it was recognised that managers across the business had been involved in its definition
- Articulating the concerns helped employees feel they were being listened to and the business understood the issues.

## THE ‘SO WHAT’ FACTOR

The course was thoroughly appreciated, a number of people saying that it was the best training course they had been on.

Please find below the percentage of participants giving the workshop a rating of 5 or 6, on a 6 point scale, with 6 being ‘totally’.

Did you find the training beneficial?



How effectively did you rate the content of the training?



How effective did you find the trainer their connection with the group?



How effective did you find the trainer in their knowledge of the subject?



How likely are you to follow through on your commitments?



To quote the Learning and Development manager:

“The workshops have given managers across the whole business a practical and hands-on toolkit that they can implement immediately, allowing them to effectively support their teams through change.”