



## THE DESTINATION

Sticky Change was approached to work with a flourishing Energy & Engineering Consultancy, CR Plus, to support the Directors in articulating the company culture - defined as core values - and the associated behaviours. The company had grown significantly from the 2 original founders, who were passionate about ensuring that their strong values were understood and exhibited, by all staff.

## THE INTERVENTION

Initially, we facilitated a workshop to enable all staff to understand themselves and each other more effectively - using the Myers Briggs Type Indicator. This greater understanding is continuing to enable better working relationships, in line with the values. We then worked with the management team to articulate the **purpose** - i.e. a statement that encapsulates what the company delivers, the **vision**, what success would look and feel like for the company - and to capture the **values** - what really matters around her, and how these translate into behaviours.

Examples are:

### CLIENTS MATTER

I will actively engage with the customer in identifying professional AND realistic solutions

### PERFORMANCE MATTERS

I won't blame others when things go wrong

### SAFETY MATTERS

I will comply with site safety instructions at ALL times

Having defined the values and behaviours, our attention turned to embedding them in the organisation.

Firstly, given a strong focus on clients, we facilitated a 2 day workshop on how to engage with - and present to - the client. The aim was to shift the consultant from "talking and TELLING the clients what they want" to "listening, probing and ASKING what the clients want". The training was designed to bring this value to life with the involvement of professional actors. This enabled the participants to gain significant insight into the skills and behaviours

required to ensure that clients really do feel that they matter.

Secondly, the values and behaviours were embedded in the performance management processes, so that consultants are being assessed on HOW they behave, not just what they deliver.

Thirdly, we focused on recruitment. Previously CR Plus had recruited people with the right skills - rather than the right attitudes and behaviours - with mixed results. Sticky Change provided training in how to recruit people with values and behaviours that are aligned to the consultancy. Alongside the workshops and training initiatives, Sticky Change provided 1:1 coaching to a number of the team members, to help them increase their self-confidence, effectiveness and impact.

## THE 'SO WHAT' FACTOR

In time, the expectation is that strong candidates, who fit with the culture will be recruited, and less time, energy, and money will be spent managing and replacing staff who might be technically capable but whose values are not aligned.

In a consultancy world a level of self-confidence is essential. The Client engagement and presentation skills training and 1:1 coaching has helped develop the confidence of staff and significantly increased the quality of the client interaction and standard of presentations. To quote one of the Directors:

"Working with Sticky Change has been an eye opener for everyone in CR Plus, while behaviours of ourselves, our colleagues, and our clients were previously taken for granted, we now have some tools to better understand behaviour and have made progress towards even working more effectively with each other and with our clients.

We have found that change of this kind does take time, but continuously working with the tools provided, is helping us to work towards changes that stick."