

Berkshire's Delivery Style

We are both supportive and provocative, with the intention to bring out the very best in our clients' organisations and people. We look to engage with the whole person, developing both their capability and their confidence to try new skills. We want the work to be fun as well as challenging, to go beyond usual expectations, break down perceived limitations and explore different possibilities, so we aim to *blend courage, candour and humour to get to the heart of the matter.*

Getting started: We spend time understanding the language and culture of the client organisation to ensure our delivery style is adapted appropriately and reflects the strategic context. We typically work in small teams, comprising key consultants who have particularly relevant expertise and experience to provide both the creativity and rigour required. The assignment designs usually:

- Address practical challenges facing the client/target audience
- Are highly experiential to build skills
- Consider engagement with at least three levels of the client system
- Address both 'hard' and 'soft' issues, attitudes and feelings
- Build confidence and commitment to change.

During the programme: depending on context, our style reflects a combination of being:

- **Focused and relevant** – on the organisation's overall objectives. We build on the expertise and experience of client staff, working with their real-world experience to address live issues.
- **Informed and challenging** - We bring theory/research into best practice, adding our own insights gained from experience. We stretch our clients to create new reference points for what they can achieve and try out new ways of working.
- **Open and Constructive** – We encourage challenge and feedback, fully aware that we do not have all the answers and that sustainable organisational development can only be achieved through individuals taking on responsibility.
- **Appreciative Inquiry rather than critical review;** We build on clients' successes and strengths, enabling individuals and teams to appreciate not only what they could do better, but importantly what they are currently doing well.
- **Flexible** – We actively respond to the different needs of individuals and groups, appreciating and valuing diversity. We are also highly flexible in the approach we adopt, appreciating that different participants will have different needs, styles and cultural norms.
- **Action Orientated** - Often behavioural and attitudinal changes require innovative approaches to surface and address them. Self-generated learning creates a deeper understanding of, and emotional commitment to, the need to change. It also creates the mindset for continuing development, key to sustaining long term change.
- **Enjoyable** - projects progress best when there is a positive energy, from people being genuinely engaged, and enjoying new and fresh approaches to problems previously seen as intractable. Laughter, humour, and emotional engagement are essential ingredients in our work, providing a valuable counterbalance to the intensity of the stretch and challenge provided.

Handing over: We are committed to equipping our clients to take work forward on their own, with decreasing support from us. We therefore focus on skills transfer and sustainable learning. Part of the transfer may also involve formal handover documentation, such as Close Out Reports, Programme or Benefits Realisation Plans or Change-readiness Assessments. Our objective is to help our clients to recognise our value-add, and gain both the confidence and the capability to build on our work.