

## OD Strategy & Culture Change

Providing bespoke OD and Culture Change support to the CEO, COO + OD Lead to create a more aligned and cohesive culture. Supporting the development of an OD strategy and cultural plan to create behaviours that will deliver their short and longer term plans.

This complex piece of bespoke OD work required us to connect and work across the whole of the system within the hospital trust; from the CEO and EMT, to the HRBP/L+D Community.

### **OD Consultancy work + OD Capability Building in parallel**

We took a collaborative and co-creative approach to our OD work, involving others from across the organisation during our diagnostic and sense-making stages. This approach helped them to explicitly learn how to see the system while we were working. Our approach was dialogue based, using formal and informal diagnostic processes to develop an understanding of the dynamics within the system.

### **Four key elements of the project:**

- Executive Team Development Programme – a series of workshops with an OD focus to improve team effectiveness and leadership of the organisation with a systemic approach
- OD Skills Workshops – a series of workshops to build OD skills in the Performance Director, HR team, and L+D team. The workshops were delivered with a combination of theory input, experiential exercises, and a live OD consulting project. Between workshops small teams identified key business challenge projects to complete
- 1:1 Coaching for EMT members and key HR/L+D team

### **Impact**

The working sessions and programme so far has been accomplished in the face of huge workload pressures across the whole organisation with external NHS budgetary pressures and the increased pressures that winter places on all hospitals.

Impact and feedback from the programme so far:

- Beneficial to spend time together looking at the organisation in a different way
- Developing a greater understanding of my place in the team and the strengths I can bring
- Seeing things – patterns and behaviours – that I'd never paid attention to before
- Our meetings and time together is more productive and effective
- Able to have more challenging conversations and talk about difficult things
- Listening more, before I speak

**‘Very positive, the right mix of challenge, honesty and listening. Not pink and fluffy!’**

**‘Through your straightforward and honest assessment early on, to stop us in our tracks. Direct feedback delivered in a supportive way.’**