

# CASE STUDY AN INTEGRATED TRANSFORMATION PROGRAMME

## A cultural shift in ways of working

This integrated approach to systemic behaviour change was designed to address underlying issues that negatively impacted culture and service levels, which in turn impacted the overall performance of the company. The solution spanned three business critical central teams of 900 people across three locations who together served 3,500 customer-facing employees across 18 countries. Critical issues included:

- Lack of common vision, strategy and accountability to serve their purpose
- Frustration with disempowering, siloed and inefficient ways of working which were impacting central & stakeholder satisfaction
- Lack of recognition of the added value delivered, leading to high disengagement



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## Our coaching solution



### PHASE 1 HIGH PERFORMING LEADERSHIP TEAMS

Team coaching aligned 30 executives from 3 functions on vision, strategy, accountability with shared mindset and behaviours. This was the bedrock for programmes to support leadership development and culture transformation. This first stage in the 18-month integrated transformation programme was, over several months, to ensure clarity, cohesion and consistency at the top.



### PHASE 2 iLEAD LEADERSHIP DEVELOPMENT

Leadership development of Board with direct reports (130 pax) to create a coaching culture with common language, tools and leadership approach. The accredited iLEAD with coaching programme inspired ownership and accountability of leadership, and enabled the new mindset and behaviours, routines & rituals to flourish. Many volunteered as Ambassadors to deploy the 'WoW' Programme, made even more inspiring with a charitable fundraising link.



### PHASE 3 WOW BEHAVIOUR CHANGE PROGRAMME

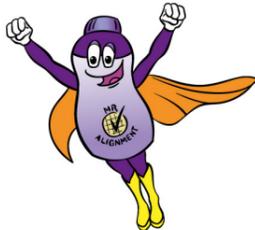
Engaged 900 Central and 3500 internal stakeholders in a sustainable, measurable shift in mindset, behaviours and ways of working 'WOW' over 12 months. These internally owned six-week campaigns focused on behaviour at a time and were closely measured. Each was designed to spark curiosity, build competence, confidence and new habits by learning through relevant, practical and multi-channel experiences.

## Ways Of Working Programme



FEB - MAR

MINDSET RESET



MAR - APR

ALIGNMENT



MAY - JUN

COMMUNICATION



AUG - OCT

DECISION MAKING & GOVERNANCE



NOV - DEC

EMPOWERMENT

## Our impact and success factors

RECOGNISED

+19 %

ALIGNMENT

+43 %

COMMUNICATION

+33 %

