

# Change leadership at the Nottingham

## Context

As part of a leadership restructure, a new senior leadership team was created at the Nottingham. These leaders needed to build as a team and learn how to lead their people through changes planned ahead. As part of the 'Perform' development programme, the andpartnership were engaged to work with this top team to develop their 'change leadership' capabilities and move them towards becoming 'change agents'.

## Our approach

The work included:

- Understanding change workshop—to explore the changes the top team had gone through themselves and surface any resistances to planned changes
- Leading and Managing change workshop – to understand how their teams were likely to respond to change and how they needed to lead differently to ensure their continued engagement and performance
- Change Style Indicator— use of a diagnostic to identify individual preferences when in change and what issues this could cause the team/leading the change
- Leader as change agent workshop— to develop the skills of change interventions and choosing where to 'break into' the system for maximum impact

## Results

The senior leadership team understood their approaches and reactions to change and used this knowledge to enhance their individual and collective effectiveness. This knowledge was used to ensure the changes were implemented in a people-focussed way—whilst achieving the objectives of the business

*“The andpartnership ensured that they fully understood the business and people contexts in which they would be working with the senior team at the Nottingham. They used this to design and deliver a number of workshops which challenged, engaged and educated the senior team members about organisational change . The knowledge of change (and in particular the human side of change) enabled the team to successfully lead major changes in their business functions” Ian Rowling, CEO.*