

Total Reward Case Study - Charity

Organisational Change and Management Coaching

Background to Organisation

We are a registered charity, providing recreational and social education activities for young people in a deprived area through a variety of projects. Our overall purpose is to offer an alternative to a negative culture of alcohol and delinquency for youth in the area. We have also developed services for children with special needs and holiday projects.

Issues

The charity has a long-hours culture, and staff spend too much time in a reactive, 'firefighting' mode. This placed a lot of pressure on staff (particularly the Project Manager), affected project achievement and decreased staff morale. In addition, managers and staff had no time to think and plan for the efficient delivery of projects or undertake long-term planning.

In order to address these issues, we applied for funding from the Work-Life Balance Challenge Fund to help us reduce individual working hours, yet still have time for planning.

Actions

We were awarded funding, and worked with Hay Group to tackle the issues.

Firstly, the Project Manager worked with Hay in a series of one-on-one coaching sessions. Management coaching is a direct intervention that can enable and support individuals to significantly change their performance, thereby maximising both personal success and success for the organisation. One measure of the success of this has been that the Project Manager has been able to reduce his average hours worked from 80 to 50 per week.

Secondly, Hay facilitated workshops with all trustees and staff to provide structured and guided thinking time. These workshops helped us to:

- Review and clarify the organisational mission, strategy and future operations;
- Understand the organisational and operational practices that cause us difficulties;
- Create a detailed operational strategy to align staff effort with the needs of the organisation;
- Develop an action plan of further steps to take to improve working practices

Outcomes, Learning Points and Future Projects

Work-Life Balance is about more than flexible working, and it can be things as apparently unrelated as leadership and work design that make the difference. Introducing clarity of direction for the organisation and individual accountabilities enabled staff to identify and do the important.