

The objective

To raise the leadership capability of Origin Housing's Executive and Senior Managers. To lead the organisation in a new environment of significant regulatory and policy changes and in doing so improve their IIP accreditation.

The approach

TLC development programme used individual 360 degree feedback for 42 leaders and senior managers, followed by bespoke mandatory and optional workshops to develop core leadership and team working skills. Roll out of workshops to more managers as well as the development of internal Champions.

The business impact

More cohesive working throughout the Exec and SMT; more openness and better business planning. Powerful conversations across Origin, saving time and resources as issues are dealt with as they arise. Sickness levels in one business unit reduced from 9.19 days in Dec 12 to 4.4 days in Jan 15. 98% response rate to 2014 staff survey with improvements in all line and senior management statements. Awarded IIP Silver in December 2014.

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About TLC:

TLC specialises in sustainable behavioural change with measurable cultural and commercial returns on your investment: we promise to contribute significantly more than you invest with us. Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC is where shift happens...helping to shift organisations from where you are now to where you want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables us to get to the root cause of the specific issues affecting individual and organisational success, as well as equipping us to deal with any behaviour that comes up during the course of our delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; diversity & inclusion; 1:1 and group coaching; conflict management and mediation, while our online subsidiary offers organisational feedback tools such as 360, TeamQ and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients including Arriva, Bluechip, Brown Foreman, Celesio, CIMA, Council of Europe, Diageo, E.ON, HSBC, Just Retirement, LEGO, Origin Housing, Saint Gobain, Southern Railway, Swiss Re, The Priory Group and Uniper.



Origin Housing enjoys internal and external benefits from 'Lead to Succeed' programme

Origin Housing provides affordable housing and care & support services in London and Hertfordshire, owning and managing over 6000 homes and customers with a turnover of over £50 million. In addition to their 2012 IIP review - which raised some concerns about the cohesiveness of one part of the business - Origin's staff survey in the same year identified a need to build leadership capability to move to a different phase of the organisation's lifecycle, and to successfully lead in a new environment of significant regulatory and policy changes.

"We wanted an external partner who would give us something that would really make a difference," says Tara Healy, Head of Human Resources. "One of our Directors had had a very good experience of working with TLC previously and TLC's response to our Invitation to Tender was very strong indeed."

TLC's 'fact find' - meetings with the Exec team, SMT and staff from across the business - revealed where the organisation was currently, where it wanted to be, and cultural readiness for the journey. Individual and aggregated 360 feedback results were used to design the 'Lead to Succeed' programme: two mandatory workshops, four optional workshops, plus development days for the Exec and the SMT. "Our relationship with TLC is very strong," states Tara. "The facilitators are amazing, so knowledgeable and intuitive to our needs. I love how they continually challenge us in our thinking and feedback. It's so beneficial to the organisation."

Reaction to the programme was instant. "24 hours after the first 'Having Powerful Conversations' workshop one of the participants came into my office and told me it was the best development event that he'd ever had. Another said he'd had a powerful conversation that he'd been putting off for a while, that he'd been a manager for years, and that this workshop had made him sit up and learn something. To get such impromptu feedback so quickly was fantastic," says Tara.

The programme's impact has been significant. "Thanks to 'Lead to Succeed' we have more cohesive working, especially at the top. As a result of being more joined up, we've structured our business planning differently, with improved results. There's more openness, people are more receptive to feedback, there's more challenge, and more work is being done. The SMT has been able to find their role within the organisation now and take on a major change project, 'Customer First', for the Exec," says Tara.

"There's been a shift in behaviour: managers are prepared to have powerful conversations earlier on, saving time and resources in the long run. Staff turnover has gone up slightly but part of this is due to managers exiting staff where the appointment wasn't right. Previously, people stayed in post because the manager was too nice to challenge them."

Attendance has improved from 9.19 days average sickness days in Dec 12 to just 4.4 days in Jan 15. One area of the business in particular had been managing sickness inconsistently and there has been a real culture shift in how sickness is managed which has improved attendance in that area. Tara firmly believes that the TLC workshops have contributed to these improvements.

Origin's latest staff survey results show strong improvements: the response rate in 2014 was up by 54% on 2012, and up 26% in comparison to other housing associations. Origin's Engagement Index stands at 82% (an 8% increase on 2012). Line and senior management scores have improved. "People are highly engaged, and we're clearly seeing the effects of 'Lead to Succeed' in our senior managers' behaviour," states Tara.

"The value we've got from our investment is incredible. There is such a change in how we are, and how we manage: there's a different atmosphere, and we're much more open. The 'One Team' workshop brought us to a different understanding on how to achieve business results. It's a massive shift from where we were and it feels different" she reflects. "What's more, we've just been awarded IIP Silver - it's great to have our improvements recognised externally too."

In light of its success, Origin is now working with TLC on its 'Rising Stars' talent programme, as well as identifying Champions to deliver the messages across the business. The programme is also rolling out to more managers. "We understand that we still have work to do further down the organisation. The learnings from the programme to date have been so significant, we want as many people as possible to benefit," concludes Tara.