

## The objective

To increase housing stock by 25% in three years, through the organisation's structural reform.

## The approach

To provide a programme to top and middle management to develop leadership and collaborative working.

## The business impact

A boost in output through improved teamwork, efficiency and personal responsibility.



## Catalyst Housing Limited and TLC build business through structural reform

From creating special needs and residential accommodation for vulnerable individuals to regenerating thriving communities, Catalyst Housing Limited (CHL) works with local authorities to provide 16,000 affordable homes in the South East.

Due to rising property prices and a recession, the need for affordable housing in the UK has never been greater. CHL has therefore embarked upon an ambitious growth plan that aims to increase its housing stock by a further 4,000 homes in just three years. It has engaged organisational talent development company The Learning Curve (TLC) to help it achieve those aims.

### Integrated components improve leadership and collaboration

CHL identified the need to move away from operating as a hierarchically structured organisation where leadership rested only with the top team. It recognised that, to deliver a tough business agenda, the capacity and capability for leadership had to be extended to middle managers. This would improve teamwork and collaboration and lead to greater efficiency and responsibility within the organisation.

TLC designed a specific leadership programme with a number of critical and integrated components. An online '360' feedback tool provided the direction necessary to set personal objectives. Leadership workshops then addressed the collective needs emerging from the 360 process. Following this, TLC facilitated conferences for the 60 leaders involved to initiate and drive change at the organisational level – drawing on learning from the other elements of the programme.

CHL is now performing far more successfully as a company. Judith Foss, Human Resources Director at CHL, says "TLC's unique mix of organisational development expertise and psychological understanding has brought us better teamwork, greater efficiency and increased production. Employees are also willing and better able to take on more responsibility."

Following this initial success CHL plans to extend the same programme to 30% more managers in the coming months. This will bolster efficiency even further at the company so that its affordable housing schemes can be brought to even more communities across the UK in the future.

## The Learning Curve (TLC) Ltd

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## About TLC:

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we're helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they 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 them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.