Case Study

Empowering Leadership Through Change – A Methods Service

Challenge

All organisations will go through some form of change which will have varying levels of impact on its colleagues, customers, and users. Time and again we see projects, programmes, and general operations fail or stall because leaders haven't been equipped with the tools and techniques they need, as well as time, to help support their teams through the change.

Solution

Methods has developed a training and support approach that we offer to clients to help empower their leadership and their teams to navigate change. We do this both in-person and via online workshops and training to understand change challenges and equip leaders with simple and effective tools and techniques to manage difficult conversations, understand some key behaviours which might indicate where teams and individuals are at in terms of the change, and how best to support them. We can also empower teams and leaders with feedback and recommendations on how to adapt approaches to get the best out of the change and teams going through difficult or tricky times.

Methods has delivered this training multiple times to different clients, helping steer change by advising on challenges and how to manage these. This has resulted in leaders feeling confident to navigate and lead their teams through change, and teams feeling heard and understood.

Why Methods?

Methods has multiple Change Management specialists with experience in supporting individuals, teams, and projects and programmes through significant change including organisational restructures, TUPE, and efficiency and cost-saving activities which include significant changes to operational processes.

Much of our work in this space has come from building robust relationships with clients in the public sector and supporting change management teams who recognise the need for this type of support.
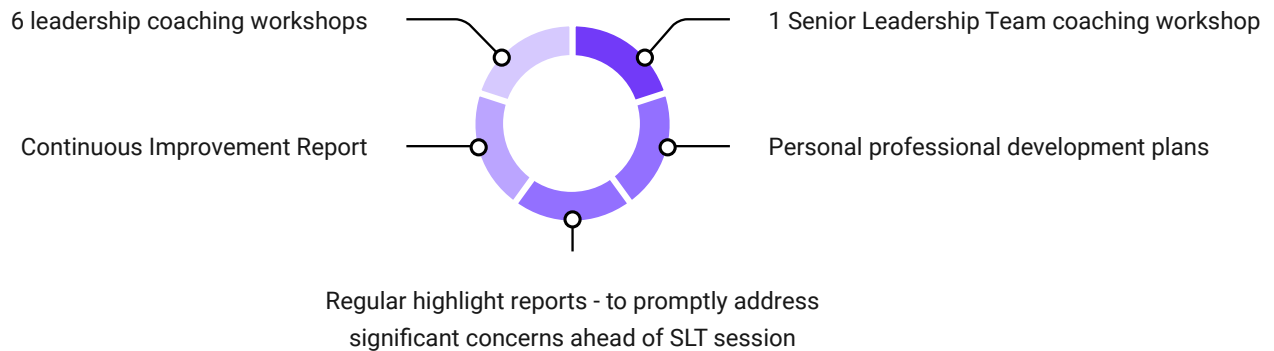
We are driven by ethics and therefore are prepared to get into the details, understand the challenges from all perspectives, and feedback findings and recommendations in an effective way, even if it could be difficult to hear for key stakeholders. The drive is always to support sponsors, leaders, and teams to manage change effectively so they can achieve their outcomes and benefits.

The Service

As standard, Methods offers this service in the format outlined below. However, we are flexible and can make adaptations to tailor the support to meet the specific needs of our clients.

We undertake a deep dive session with key stakeholders to understand the changes and current challenges, and identify the stakeholders to work with.

6 leadership coaching workshops

1 Senior Leadership Team coaching workshop

Continuous Improvement Report

Personal professional development plans

Regular highlight reports - to promptly address
significant concerns ahead of SLT session

What you can expect

Methods developed a tailored, highly interactive, and reflective 'Leadership through Change' course which addresses the following key areas:

Psychological safety	Communication through the change curve	Emotional intelligence	Having difficult conversations and leadership styles

Leaders are encouraged to complete a personal/professional development plan, inspired by the content and reflective practice reviewed during the course. This gives them a tangible improvement plan to take away and review with their line managers.

As an external and independent provider, we can cultivate a platform whereby senior leadership teams are safe to explore their leadership skills, challenge their assumptions, and share their concerns and frustrations in relation to the change and the impact it has had on them and their teams.

Depending on the morale of those involved, we can invite cathartic expressions to allow delegates to "offload", but ultimately encourage formulating solutions to the problems and concerns raised, which we can then share, along with our recommendations to the project/programme sponsors and the change team.

After each course delivery we share key insights and escalate issues where appropriate, managing our sponsor's expectations ahead of receipt of the continuous improvement plan. We always look to find practical solutions to address these challenges and support sponsors, senior leaders, and teams.

We've provided this course in response to specific projects and programmes for clients undergoing restructuring and significant changes. However, feedback suggests that this training could benefit all leaders and teams, helping them support their teams through even minor changes, including those that may appear positive or have minimal impact.

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Results

This service has delivered the following results for our clients:

Enabled behavioural and culture change by providing leaders with the language to articulate their needs and expectations and equip them with the tools to navigate change.

Provide delegates with a roadmap and process for facilitating difficult conversations. This has empowered leaders who have confessed to feeling the absence of support.

Provided a level of catharsis and counselling to leadership teams experiencing frustration and anger from a change curve perspective.

Challenged delegates to reflect upon their own emotional intelligence, and the way they deploy that intelligence in leading their team.

Developed adaptable, interactive, and highly relevant leadership course material.

Developed Continuous Improvement Reports for sponsors and senior leadership teams. The document provides the team sponsors with the impacted populations' voices, and a list of key change management priorities.

Introduced techniques for cultivating psychological safety within teams and the organisation.

Engaged in reflective practice and challenged current leadership styles and approaches.

Supported delegates to create personalised leadership development plans.

Identified where delegates sat along the change curve, and supported their assessment of where their respective teams might sit along the curve, in respect of the project or programme. Discussed techniques for supporting their teams in relation to their psychological placement on the curve.

Subject matter experts collectively identify potential and actual change blockers and collaboratively troubleshoot to recommend effective and impactful solutions to support the change - turning any active resistance into empowered support of the change initiative.

Reviewed the type and scale of information people can process depending on where they sit along the curve at any given point in time. Challenging the way that comms are universally disseminated. Challenged delegates to reflect upon their own emotional intelligence, and the way they deploy that intelligence in leading their team.

Practiced conducting difficult conversations in a safe, yet challenging space, providing clear and supportive feedback.

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Average delegate feedback satisfaction score:
4.8 out of 5 – Highly Satisfied

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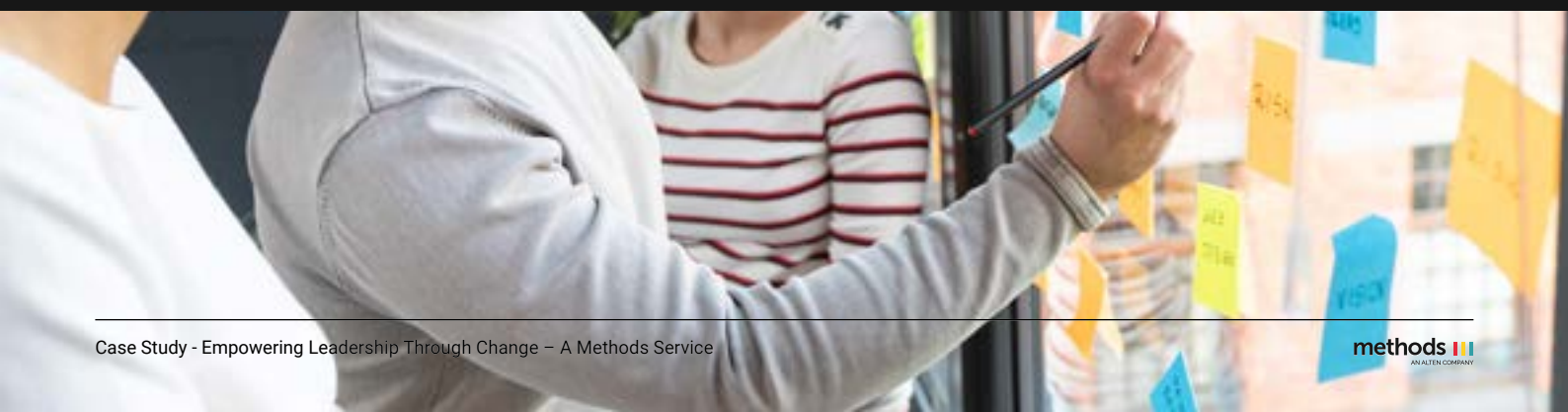
Client feedback

Delegate quotes on what they found most valuable about the course

- 'Working out where people are on the change curve and how to use early adopters to shorten and quicken the curve.'

- 'Chance to discuss blockers and processes with a view to improving the way we manage our team's expectations and emotional needs.'

- 'The psychological safety and having difficult conversations.'

- 'Enjoyed the whole presentation, it was relevant and allowed for interaction.'

- 'Having a space to talk and discuss honestly.'

- 'Found it therapeutic to be able to discuss concerns in a safe environment.'

- 'I came into the course dreading it. Well, how refreshing to be able to talk about the change we are expecting openly and honestly. If only they were leading us through the change.'

Delegate feedback on what they plan to use from the course with their teams

- 'Recognise, regulate, and react.'

- 'Showing my team the change curve and the emotions that they may go through.'

- 'Using the roadmap for having difficult conversations and key learnings from emotional intelligence.'

- 'I have a member of my team who is in denial, I now have the tools to recognise, regulate, and react to their individual needs.'

- 'Create safe psychological spaces for staff to encourage open and honest discussions.'