

# People and Culture Programme

Phase 1 – Discover

Phase 2 – Design

**Build The Case**  
Executive & GB sign up. Define our reality & why the programme is needed, agree on the framework and resources required.

**Identify purpose**  
What we want programme to achieve and link organisation strategy to drivers for the programme

**Develop People & Culture Team**  
Suggested programme could include; Celebrating differences, Understanding and leading change, Coaching Skills, Facilitating Groups, Interviewing with confidence, Social Media, Confidentiality, Collective leadership. Ongoing programme

- 5 Cultural Elements**
1. Vision and Values
  2. Goals and Performance
  3. Support and Compassion
  4. Learning and Innovation
  5. Teamwork

**Present to GB, Directors & Deputies**  
Culture group to consolidate findings and produce short report and presentation for the Board.



April

May

June

July

August

September

October



**Review & Redefine People & Culture Team**  
Review current culture group to develop the change team who will complete the diagnostics in the discovery phase. 10-15 people including 1 exec sponsor. Protected time. Define role, establish objectives, vision, mission, purpose, ways of working, key activities, who will conduct which diagnostic – 2 people per diagnostic. Create Project Plan and define evaluation and measurement of success

**Conduct Diagnostics**

- Tool 1 – Culture & Outcomes Dashboard** – analysing existing data against 5 cultural outcomes – largely staff survey
- Tool 2 – Board Interviews** – 14 questions' boards perspectives
- Tool 3 – Leadership Behaviour survey's** x 1 internal and x1 external stakeholders perspectives & utilise 360 stakeholder survey
- Tool 4 – Culture Focus Groups** – prompt questions around 5 cultural elements measured in tool 1
- Tool 5 – Leadership/Talent Management Analysis**
- Tool 6 – Emotional Intelligence & Behaviour Culture Audit** – 1 day workshop using SDI providing org wide profile and development. Also assess learning styles to inform design and delivery of interventions.
- Optional Tool – Cultural Assessment Tool from Aston OD** linked to the 5 cultural elements



**Synthesis**  
Bridge between phase 1 and 2. Brings together findings to form current state analysis on culture and leadership. Hold a workshop with change team to present back and engage with the findings and key messages

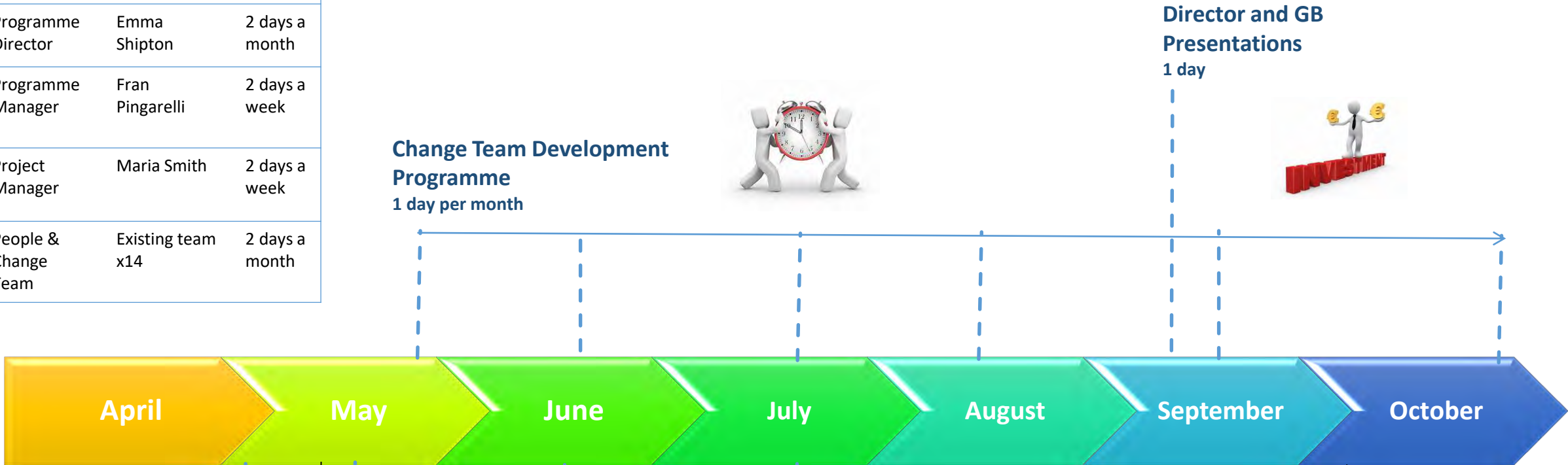


**Phase 2 – Design**  
**Develop a Collective Leadership Strategy by -** Forecasting leadership & culture needs & goals; Map current state and activities; Generate options for investing in interventions mapped to the 5 cultural elements to improve key areas; Prioritise investment & use of technology

**Phase 1 – Discover**  
**Complete a current state diagnosis.** Information on leadership and cultural elements to inform design of the strategy. Will understand perspectives of staff, stakeholders and the board on culture.

# People and Culture Programme - Discover and Design Investment

Programme Team Structure & Time		
SRO	Charles Summers	1 day a month
Programme Director	Emma Shipton	2 days a month
Programme Manager	Fran Pingarelli	2 days a week
Project Manager	Maria Smith	2 days a week
People & Change Team	Existing team x14	2 days a month



Design (April – November)	Delivery (Dec - March)
Venue / Refreshments	Estimate of delivery as per Design outputs.
Workshop Delivery	
Materials	
£30,000	£20,000
<b>TOTAL INVESTMENT 2018/2019</b>	<b>£100,000</b>

- Organisation EI / SDI Workshop**
- Circa 22-28 workshops (330 staff x 12-15 per group)
  - 1 workshop date per week offered over 6 months
  - 1 day a week of facilitator's time - delivered internally