



Uniting a commercial partnership with a shared vision, values and culture

The challenge

Our global commercial real estate management won a large contract with a FTSE 100 company. The partnership included the TUPE transfer of over 2,000 employees across 700 sites. As well as commercials and customer service, critical to the success was the effective cultural integration of the transferring employees, including care for their psychological safety and well-being.

However, there had been a significant underinvestment integrating the cultures. With the go-live date only weeks away, the organisation faced a series of operational challenges. Employees were juggling unclear expectations and clarity on ways of working. The contract was under threat.

The approach

Through immersing ourselves within the organisation, it became clear that the heart of the challenge was rooted in a lack of shared identity, stemming from failure to communicate or gain buy-in on a new vision, culture, or values. Without the shared sense of 'us' there was no unity.

We adopted a top-down approach. We interviewed leaders of the organisation, (independently and together) to create alignment, ensuring they publicly supported each other. As psychologists, we added value by sharing insights on their binding similarities. Clarity replaced confusion, calm displaced disillusionment.

We facilitated an offsite for the top team enabling individual perspectives on the change to be expressed. This created space to move forward and design a new integrated identity that was inclusive of all. We navigated the group through a series of activities to define the new vision and culture and align as a leadership team. They could now coordinate business activities around group norms and behaviours, engage in mutual influence and collaborate to further the interests of the group.

Using psychometric assessments, we were able to help members share and understand at a behavioural level their individual differences. They now know how to leverage collective and individual strengths to close gaps.

Armed with a newly co-created social identity, leaders defined and delivered critical work priorities to the rest of the organisation.

Every level of leadership was activity engaged in the shaping of the newly defined vision, values and operational priorities.



The impact

- ★ Collaborative creation of a defined vision underpinned with shared values
- ★ Clarity on key strategic priorities, ensuring investment was on the things that mattered
- ★ Increased senior leadership engagement skills, shifting from dictating to facilitating and listening
- ★ 50% reduction in the number of customer escalations within a month
- ★ Significant increase in operational, financial and strategic KPIs being met (from predominately under-performing to performing) within six months

"We're a very different team now than when we started and without these interventions at every level we wouldn't be as successful as we are now."

Customer Experience & Business Insight Director

