



Rainbow
Consultants

Organisational Development

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information, please contact:**

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Organisational Development

Do you want to take your organisation to a higher level of performance? We offer a wide range of OD interventions that will assist your organisation in meeting its strategic objectives: from the development of your leadership capacity to the creation and implementation of your performance management frameworks.

Organisational Development (or 'OD') is a planned, 'whole system' intervention aimed at increasing an organisation's effectiveness and viability. OD is a complex educational strategy that seeks to transform the beliefs, attitudes, values, and structure of organisations so that they can better adapt to change and reach a higher level of performance.

OD utilises structured activities that are designed to improve individual and organisational performance. These may be part of an improvement program, or used by the client following a program to check on the state of the organisation's health. OD interventions may be used as part of an organisation-wide culture change programme, or as part of leadership development, team building, coaching and mentoring, large group interventions, competency development, performance appraisal, or organisational restructuring.

Structured activities may include experiential exercises, questionnaires, attitude surveys, interviews, workshops or group discussions and may utilise a wide range of OD techniques such as 'Appreciative Enquiry' or 'Action Research'.

"At first, I was a bit sceptical about the introduction of a competency framework and saw it just as another HR initiative. However, we were involved at every step of the way, and it was made really clear from the outset what was in it for us! The fact that the competencies were integrated into our induction, appraisal and service plans meant that we could really make an impact upon culture change." HL, Divisional Director

Case Study

The organisation wanted to make an impact upon the performance of their employees and saw the introduction of behavioural competencies as the best way forward. They were unclear at the outset exactly what type of framework would fully meet their needs, but knew they wanted to link the competencies to their performance appraisal scheme. Historically, the organisation had taken a 'soft' approach to appraisal and performance management and the leadership team were concerned that there would be some resistance to the introduction of a framework that incorporated 360 degree feedback. The consultants met with the leadership team to fully understand their needs with regard to their goals and aspirations for the organisation over the next three to five years. It was clear that the CEO had ambitious plans for the organisation and that there needed to be a much more robust approach to performance management at all levels of the organisation.

Once it was clear that the leadership team were fully behind the development of a robust system and were prepared to enforce it, the consultants set about redesigning the existing appraisal scheme and began developing a new behavioural competency framework that would be applied to all employees. The starting point was to engage managers in the process, and demonstrate the benefits to their service areas, of having a framework in place. The benefits of utilising 360 degree feedback were also discussed and the positive impact that this would have upon customers and staff. Working closely with each of the departments, the consultants engaged staff at all levels in the design of the core competencies using a technique called 'Appreciative Enquiry' to ensure that individuals were able to focus on success rather than failure and build upon what the organisation was already doing well. Once the draft competencies were identified each of the departments' management teams were brought together to explore which were the most pressing for their business challenges. They also discussed how they would integrate the competencies within their service areas, and mapped out their communications strategies for rolling this out to their teams.

Based on the needs of the business, a competency framework was created that was based on 'job families' rather than hierarchical levels. This enabled them to use the framework as part of their employee recruitment, induction, appraisal, career progression schemes and performance management framework. Managers took the lead in modelling the new behaviours, and agreed to undergo 360 degree feedback as part of the process.