

Delivering award-winning change

Raising awareness of corporate behaviours, exploring what these look like in practice, and working with individuals to identify their role in living organisational values.

Objective

Steps worked with East Thames Group to embed their new customer service focussed acronym of 'SPARKLE'. We delivered training sessions to 428 staff across all levels and departments at the East Thames Group. The purpose of the sessions was to introduce staff to the SPARKLE behaviours, engage them in thinking about what these behaviours look like in practice, and allow delegates to consider and determine what they are going to do differently in order to fully live the SPARKLE values. This training was delivered to 428 people from diverse backgrounds and different levels with the Group.

Our Approach

We began with an 'Icebreaker' scene. The icebreaker allows participants to start thinking about issues around customer service. We followed this with a discussion, exploring SPARKLE, which gave delegates the opportunity to discuss the new behaviours, the value of them, where they already exist and the challenge and benefit of the new behaviours. We then delivered interactive scenarios, giving delegates the chance to view a scene then offer advice /coaching as a collective, to change the course of the action.

We developed scenarios based on the key challenges for Customer facing staff and the unique issues facing support staff who have contact with customers. In addition we explored effective behaviours and communication techniques for staff who work with stakeholders, internal customers and managers. The programme encouraged delegates to challenge negative behaviours, giving practical tools and techniques for them to take back into the workplace. We also developed a sense of accountability and ownership for the challenges and the behaviours, in order to build a shared understanding. The programme also supported transferable learning and best practice, not only for external customer service but also internal customer service, facilitating better interaction between departments.

Outcome/Evaluation

The SPARKLE programme encompassing our training and a separate skills based programme went on to win two National Training Awards.

Steps received 90% 'excellent' or 'good' feedback from delegates for the overall quality of the course and 92% 'excellent' or 'good' for our facilitation skills. After each delivery we provided the client with key learning points that had arisen during the session - as well as feedback from delegates.

'The training itself has been well received and has translated well into action... it's had a hugely positive impact on how we work with customers and each other' Victor da Cunha, Director of Resident Services, East Thames Housing Group

And the real proof of success rests with East Thames' customers. Resident satisfaction is up 10% in the past 18 months while the number of compliments staff get from customers has doubled.