

Case Study: Waste Recycling Group



Rejuvenating Corporate Values: A Success Story

The Blue Water Partnership was enlisted to **train managers from totally different backgrounds**: from highly qualified scientists, to managers working at the 'sharp end' of waste disposal. The skills these managers developed HAD to work successfully with a broad range of employees.

Working together we identified a programme objective:

TO EMBED THE GROUP'S VALUES INTO THE CULTURE AND BEHAVIOUR OF EMPLOYEES

- It was recognised that this could only happen through managers and supervisors who must lead any widespread change in the workforce.
- Evidence of success would be specific examples of changed behaviours from managers, with recognition of how this had improved business performance.

> The Impactful Solution

The Blue Water Partnership **mapped WRG's values** and desired behaviours against MSC management standards.

The following were identified as key drivers for achieving WRG's objectives:

- Assertive Communication
- Team Leadership
- Coaching
- Motivational Delegation

> The Outcome

The managers who completed the programme were delighted with the results and very enthusiastic and positive about their future with WRG.

Programme Structure

- **Seminars one month apart** - during which time Action Plans and online exercises were completed.
- WRG **values were associated with behaviours** and linked to people management skills that would empower participants to **create a change**.
- **Action Plans encouraged a change of behaviour** in participants, and a positive change amongst their team.
- Thus it was learned that the **group's values were of practical benefit** to individuals and the business as a whole.
- **Monthly Action Plan Debriefs** enabled The Blue Water Partnership to **monitor compliance** and **measure success**.

Final Step: End of programme reporting implemented to measure the success of the programme.



Post Programme

“ Coaching carried out since the programme has resulted in **increased performance** on site, **improved customer care** - evidenced by feedback from the public to both the local council and to site operatives - and led to **individuals working as a team**. Individuals have been empowered to use their initiative and make decisions. ”

Chris McGowan, WRG

“ The programme gave me a better understanding of the skills I need to **empower, train and coach my team to motivate** them and feel as if they are part of a team. I am in a **better position** to be able to interpret whether I am being understood - **I give clear directions and feedback**. This experience has given me skills for life; these are skills that I can pass on to the rest of the team. Feedback from my team shows that **I have become an effective trainer and coach**. ”

Angie Burgess, WRG

Client Testimonial

“ We have been delighted with the **professional approach** provided to us by The Blue Water Partnership, of particular note is the manner in which **Blue Water have recognised the individual needs** of all delegates attending the two flagship management development programmes, run by The Blue Water Partnership on our behalf. **We are experiencing a REAL CULTURE CHANGE at operational site level at a very realistic cost.** ”

Derek Chatting
Group Training Manager
Waste Recycling Group

Advice for Vision and Values rejuvenation for YOUR TEAM

Values are crucial to success in an organisation especially in times of change and uncertainty. They keep the individuals, teams and organisation on the road to success no matter what the journey throws at them.

When Values are adopted an organisation takes hold of its culture and consciously moulds it into something designed for success.

If your Values have not moved off the page, if they remain nice words but without accompanying changes in behaviour, if they seemed a good idea at the time but are not being modelled within your organisation: then read on.

- Tip 1** **Have a clear and shared Vision** - this means a Vision of what the changed organisation that you are seeking to achieve would look like. This Vision **MUST** be shared by the majority of your team. Explain clearly and discuss openly.
- Tip 2** **Always accompany Values with behaviours.** Provide examples of how the Values can be translated into actions i.e. what behaviours must be adopted.
- Tip 3** **Vision from the top and Values from within.** It is senior management's role to create the vision but allow the team to play a significant part in creating the Values. Ignore this at your peril!
- Tip 4** **Live the Values from the top.** The example provided by the management team will define the chances of success.
- Tip 5** **Managers must possess the skills to lead the change.** Don't assume that managers have the ability to lead change. Have they had effective development (not just a certificate!) in leadership skills?
- Tip 6** **Work with The Blue Water Partnership.** Share our experience and trust our success. WRG are just one of many clients who will confirm our ability to work in open and honest partnership with our clients to achieve cost effective results.

- > **98%** of WRG participants reported **improved performance**
- > **97%** felt their **leadership was improved**
- > **89%** of managers gained **better performance from team members**

Waste Recycling Group is one of the leading waste management companies in the UK. The programme involved sixty participants.



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