



facilitators of organisational and personal transformation

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Team Development

Industry

- Community Health Industry, Victoria, Australia
- Victorian community health services provider

Category

- Organisational development and implementation
 - Strategic planning
 - Executive advice
- Team development
- Leadership development
 - Executive coaching

By-line

In good hands...in good health.

Context-Background

Providing a wide variety of accessible, relevant community health and welfare services to the inner northern suburbs of Melbourne, Victoria, this suburban community health service employs approximately 250 people whose key aim is to improve the health and well-being of the community.

The catchment area has a diverse population of around 140,000. While there are established Italian, Greek, Turkish and Arabic communities, there are also many smaller communities which contribute to the diversity of the region. A high proportion of the residents were born outside of Australia with nearly 50% of the community being dependent on social security as a percentage of their income.

This community health provider has a strong organisational commitment to community focused and evidence based health promotion. The key principles supporting health promotion for this community health service include partnerships, community participation, responsiveness, effectiveness and sustainability.

Originally invited to assist with the development and implementation of a new strategic plan, this working partnership has evolved to include a broad based organisational transformation, executive coaching and executive team development.

The Challenge

- Create a strategic planning process that provides the opportunity for the board, executive and management teams to engage
- Adoption of an “opportunistic” view
- Agreement and ownership on how the board, executive and management teams will implement strategy and make the structure work
- Attraction, development, deployment and retention of quality staff to sustain effective growth
- Develop leadership and management capabilities and competencies that are in step with future needs of the business, and identifying strengths of the teams and the gaps for further development
- Build a cohesive team with a willingness, capacity and desire to sustain development



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- The ability to illustrate where and how budget will be utilised in order to reach strategic objectives

The Keogh Approach

The Keogh approach to support the ongoing nature of the transformation process included

- Continual collaboration with key stakeholders to clarify scope, desired outcomes and core strategic drivers
- Detailed planning sessions to review the current strategic planning process, complete a gap analysis and discuss plans for going forward
- Executive coaching and mentoring with specific emphasis on personal style and awareness, enhancing relationships and effective leadership
- Thorough organisation audit and reviews through strategy workshops, internal and external climate surveys, budget planning, client service research and community needs analysis
- Development and implementation of senior management organisation structure redesign intended to match the future needs of the organisation
- Engagement workshops for the board, executive and management teams to increase organisational ownership
- Development and implementation of transformation, communications and engagement plans to facilitate the ownership of the new 'culture' and its translation into action
- Organisational development advice

The Results

The strong organisation wide relationship between this community health service provider and Keogh enabled the following

- Clarity of vision, desired culture and core strategic drivers for the organisation, rolled out progressively and in line with 0-3 year business plans
- Board, executive and management agreement and development of
 - Vision
 - Strategy and integration through organisational development plans
 - An appraisal of the key issues and challenges facing the board and executive team for the next three years
 - Short term priorities - identified and actioned
- Identification of performance gaps and the approaches to address the disparities
- A review of the distribution of existing talent and how best to attract, develop, deploy and retain quality people to sustain effective growth
- Development of an implementation plan to embed a high performance culture and to carry the short term priorities forward
- Agreement to an executive team charter inclusive of a desired leadership model, values and behaviours and core methods of operating
- A cultural and organisational transformation – a cultural shift to one emphasising 'proactive service orientation'
- Authentic engagement and agreement to continue the partnership throughout 2009...