



ibex gale

organisational culture

Improving Workplace Culture & Staff Engagement

 **ibexgale.com**



We enable progressive & supportive cultures that bring out the best in people

What is culture?

Workplace culture is the values, belief systems, accepted behaviours, and assumptions that people in a workplace share. A culture can be across the whole organisation but there may also be sub-cultures within departments.

It is important to instil positive workplace cultures for staff wellbeing and for efficient and effective patient care. The Workforce Plan, the People Promise, the EDI Improvement Plan and 'Our Leadership Way' all articulate the aims of embedding a compassionate and inclusive culture, and this has been recognised as an integral part of staff retention.

“

An inclusive culture improves retention, supporting us to grow our workforce, deliver the improvements to services set out in our Long Term Plan, and reduce the costs of filling staffing gaps

”

Amanda Pritchard, NHS England

Culture reviews

Workplace culture can be key to high staff engagement and effective performance. When an organisation, or a particular department, encounters cultural difficulties, an independent workplace culture review is a very effective way to objectively identify and assess where the issues lie.

A culture review is a diagnostic tool to help you identify and analyse the gaps between the current and desired culture, with clear, specific, practical, and prioritised, recommendations to enable you to implement change.

We can work with your organisation to undertake the analysis of issues, and provide comprehensive feedback and practical recommendations as a springboard to actively promote positive change to the organisational culture.

The review itself can also demonstrate to employees that the organisation is actively listening to their concerns, and that there is a willingness to change. In conducting the review, employees will be given the opportunity to discuss issues that are important to them, to voice their concerns and provide ideas for improvement; this, in itself, can improve employee engagement.

When to commission a culture review

The decision to commission a culture review could be prompted by a number of events. These can range from: concerns, negative rumours, or informal grievances raised to you by staff; changes in employee behaviour and performance; increased turnover and absenteeism; or poor staff survey results.

A review can also be initiated without specific triggers, but as a 'temperature check' on key organisational priorities such as workplace culture and staff morale.

We are often asked how culture reviews differ from investigations; with a culture review we do not put allegations to the participants and we do not make findings of fact. The reviews are aimed at finding out about employees' perceptions of their work environment, and how that might potentially be impacting upon areas such as customer service, productivity, wellbeing or engagement.

On occasions, it may be appropriate to include an element of enquiry into culture alongside a factual investigation; our team can provide the expertise to cover this combined option if required.

Our review process

The review will be tailored to your specific organisational needs, and can focus on areas such as employee engagement, leadership and management, inclusivity, psychological safety, workplace attitudes, staff retention and workplace behaviours.

Once we have met with you and gained a full understanding of your areas of concern, we will work together to agree the terms of reference and methodology for the review, and also identify the employees (whether all staff in the area under review or a sample group) who need to be involved.

Our approach will be determined by the purpose of the review and the information you would like to gather. To enable us to identify issues and understand the root causes of problems, we will ask specific questions relating to how your employees feel about different aspects of their working environment.

We will usually undertake interviews and listening groups with staff, and review any relevant data provided, such as staff survey results and absentee statistics.

Once we have gathered all the information, we will use this to provide you with a comprehensive report outlining the issues and themes raised by your employees, along with clear, structured and practical recommendations to assist you with the next steps.

If desired, the report can include input from our governance and assurance team, who will analyse our findings to provide guidance and recommendations in accordance with CQC and other regulatory requirements.

We can also support you with communicating the outcome of the review to your employees, and any ongoing implementation of the recommendation.

Organisational development

If you need assistance with organisational development following a review, we have a specialist team who can offer a range of tools for development and support, including:

- Psychological Safety - 'The Fearless Organization'
- Myers-Briggs Type Indicator (MBTI) individual and team sessions
- Affina Organisation Development tools (Team Coaching Programme; Team Performance Inventory)
- Healthcare Leadership Management 360 Appraisal facilitation
- Leadership Development Programme
- Individual Coaching & Team Coaching
- Individual and Team Conflict Resolution
- Mediation
- Values and Behaviours Workshops/Contracts
- Workshop Design and Facilitation

Organisational development

A full-scale review to ascertain key issues will involve several phases of preparation, review processes, feedback and can then move to implementation.



What to expect at each stage

Scope: Discussion of areas of concern to establish terms of reference and methodology.

Plan: Supply of staff lists and emails; planning of meeting dates and any internal support required.

Communicate: We assist with drafting communications from you to staff about the review.

Invite/Meet: Staff are invited to book in meetings with us. Individual meetings and listening groups take place.

Analysis/Draft report: Following completion of interviews we analyse the data and draft a report setting out the key themes and recommendations.

De-brief/Action plan: We meet with the commissioning team to discuss the key themes, provide clarifications if required, and then plan further steps as required.

Staff feedback: We generally provide a group feedback session for staff involved in the review; you may also wish to include individual feedback sessions dependent on the findings.

Implement: To effect change, you will likely need to implement a number of recommendations; we will discuss these with you and may be able to assist in OD activities either with your OD team or independently if required.

Our Work

Large Public Sector Review

ibex gale was appointed by the Director of a Public Sector organisation to undertake a workplace culture review of a team of 300 people within their division.

The Director was becoming increasingly concerned with the number of staff complaints she was receiving relating to poor behaviours within the leadership and management team, and had also noticed that staff turnover and absenteeism had increased.

The Director was keen to gain a full and honest understanding of the situation, but appreciated that employees might feel uncomfortable revealing their concerns to anyone within the organisation.

The decision to commission an independent review was therefore welcomed by staff, as they felt that their issues were being listened to and taken seriously, and it also mitigated their concerns in relation to feeling safe to speak up.

During the review we interviewed 50 employees and held 10 focus groups, and this enabled us to gather a wide range of views and incredibly valuable insights relating to not only the issues and frustrations, but also suggestions for how the situation could be improved.

As a result of the cultural review, the Director and her colleagues were able to make some structural and procedural changes.

These included involving the staff in the implementation of the recommendations and creating a more transparent and open culture resulting in improved employee engagement and productivity.

A few words from our clients

“Very reliable..regular updates on the case”

“Practical solutions with fresh eyes in a constructive and positive manner”

“Well organised, supportive, thoughtful, timely, excellent”

ibex gale's team of subject matter experts offer a unique blend of legal and people management expertise & experience

It is this unique blend that enables us to deliver our purpose of enhancing people's lives through the creation of exceptional workplaces.

ibex gale supports organisations across five key areas:

- Workplace Investigations, Hearings & Appeals
- Conflict Resolution & Mediation
- Organisational Culture
- Change Projects
- Governance & Assurance

We have an unwavering focus on quality and are one of the few investigation providers accredited to the British Standard BS:102000, which demonstrates the rigour and compliance we adhere to in all our work.

Our team includes former employment lawyers, people management professionals, culture specialists, psychologists, accredited mediators, regulatory experts, as well as former barristers and police detectives. Many have professional qualifications and memberships such as CIPD, ILM and ABI. This wide skill set allows us to carefully match the expertise in our team to the brief.

Our Promises

We are invested in your culture and people

We will invest our time, energy and expertise into achieving positive outcomes for your people and culture.

We enable progress and positive change

We will bring a "can-do attitude" by combining an innovative approach with drive, commitment and focus.

We combine professional rigour with compassion

We will work with integrity and professionalism to the highest standards, whilst being empathetic, compassionate, and easy to engage with.



Why use ibex gale

Our clients value our deep understanding of the drivers of employee engagement and culture, and they benefit from our ability to offer best practice and insights from a variety of backgrounds.

Our ongoing research enables us to stay ahead of innovations in all areas of people management, ensuring you continue to receive the most up to date support and advice.

ibex gale has gained a wealth of experience working with organisations across different sectors and an enviable reputation for delivering high quality and insightful culture reviews.

We understand that a review is an investment for clients. We therefore liaise prior to any review to establish clients' expectations around workplace values and behaviours, their businesses, and any regulatory environment, all of which will inform the focus of the review. We draw on our team's extensive knowledge of culture, change, leadership and team dynamics and combine this with an excellent track record in providing employee relations support and advice.

Our governance and assurance experts can additionally identify regulatory risks, compliance gaps, and governance shortfalls from the review findings, and help us craft solutions to deliver Board assurance.

Get in touch

If you would like to have a confidential discussion about how we can support your organisation please contact us.



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