

Client 2: Large Disability Service Provider

Pure Magic's brief

- ✓ *Develop the Business Unit leaders*
- ✓ *Enhance team competence*
- ✓ *Grow the capacity of each business unit to high performance*

Organisational Background: With a workforce of 700 (30% with a disability) and a large force of foster carers, this Organisation has a robust community foundation.

It has a strong commitment to investing in its people and the values they share in supporting the clients for whom they provide ongoing high quality services and supports.

Leadership and people development is a deeply held value within the organisation and has become an increasing focus over the last few years.

The issues: The operational management task has to provide support and immediate development to isolated, regional teams operating 24 hours each day. Two of the critically important regional teams were struggling.

The isolation of these teams often meant they didn't have the same support as centrally located teams and whilst committed, the supervisors of these teams did not have the experience to lead their teams strategically - they were floundering.

Our brief: Significantly improve

- The Low level of client satisfaction
- High staff turnover rates
- A relatively unstable and inconsistent work team
- More than 100 on-call complaints
- A weak and inefficient business and marketing plan with no specific team driven, site specific initiatives to raise the organisations profile in their respective communities in which they operate
- Each business unit was not run as a highly productive, client focused unit
- A lack of strong transformational leadership that is able to drive the business forward in a highly performing manner, thus achieving an ongoing competitive edge
- Low internal and external audit rates (WHS and quality issues), reduction in corrective actions
- Low site occupancy rates in each business

Our Approach

We used a combination of different strategies to help this client, with a focus on increasing competencies of the leaders and team members, highlighting business outcomes and plans to achieve them and increase marketing and customer service.

Outcomes

- ✓ Achievement of top audit awards
- ✓ Full capacity of both Houses
- ✓ A newly devised 'marketing strategy' by each House
- ✓ Only 4 on calls at the most now – before the Top Teams programme was implemented, **there were 100 per month**
- ✓ Routine surveys of team and individual progress collection and analysis of feedback using Survey Monkey.
- ✓ Increased clientele in the regions in which the business units operate
- ✓ Increased profitability and productivity

Executive Comment

'The growth in these two teams has been nothing short of phenomenal. I have witnessed significant improvements not only in the supervisors leading these teams, but in the individual staff members being able to make decisions that in the past would have resulted in them calling for clarification from their leaders. This in turn has allowed team members to take responsibility for the service they provide to the participants, thereby giving them ownership in the Homes and continuous improvement for the Organisation.'

Regional Manager