

The objective

To implement a culture change programme, developing individuals to become genuine team players.

The approach

Bespoke culture change programme including 360 degree feedback and coaching, experiential leadership programmes, EI workshops and Action Learning Sets.

The business impact

The second, repeat cultural survey recorded an overall improvement of 33%, including a 43% improvement in Leadership and 42% in Communication.



The Case for a Supportive Culture at Linklaters

Linklaters is a global law firm, advising the world's leading companies, financial institutions and governments. So when a culture survey clearly identified the need for a more collaborative culture, they acted fast, and they acted globally.

"Before, there was no real understanding of being on the same team, wearing the same shirt. It was like the defence not being interested in the midfield. That was symptomatic of how we were working together," reflects David Jack, Associate Director for Linklaters Information and Strategic Services.

TLC, specialists in talent assessment and development, were brought in to deliver the culture change programme. They recommended a blended learning approach encompassing 360 degree feedback for all Senior Management Team managers, with Personal Development Plans and follow up coaching sessions, plus Action Learning Sets, experiential Leadership and Emotional Intelligence workshops and a Performance Management system and development workshops.

The TLC facilitators and coaches provided the right amount of stretch and challenge for Linklaters. "If you're going to change the culture, you have to understand how you're going to change it – and they did. In the nicest way – they wouldn't let you get away with anything if it was going to get in the way of the changes we all wanted to see" says David.

The impact of the programme was measurable. The repeat cultural survey recorded an overall improvement of 33%, including a 43% improvement in Leadership and 42% in Communication. David sums up the programme's benefits: "They helped people to become aware of how their behaviour impacts others and how to work more collaboratively. This has had a direct impact on how well we work together on projects and what we deliver to the business in ISS."

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About TLC:

We're on a mission to improve the quality of leadership and management capability across the globe. We shall not rest until we see the day when employees, wherever they work, get the bosses they deserve. We've already helped thousands of participants from large organisations such as Diageo, TATA and LEGO all the way to small charities and housing associations.

Our flagship brand is click-360, which is a next-gen digital platform for running 360-degree feedback surveys. 360 feedback is a fantastic way to get affirmations around your key strengths. It's great to know that those people that work around you appreciate what you do and how you do it. It will also reveal strengths you didn't even realise were so valued. While there are plenty of 360 feedback suppliers, the pace of change is slow. Until now!! Enter click-360: mobile responsive and with a modern questionnaire interface (QI), click-360 is the only tool with a simultaneous rating function. Being able to give feedback to more than one person on the same screen at the same time not only saves time but, because you can think in relative terms between each person you're rating, also improves accuracy. Our digital reports are integrated with interactive workbooks containing write-in boxes for reflection, an action planner and even learning suggestions. Check out our QI and digital reports via videos on our website at www.click-360.com.

We also offer help with questionnaire design, awareness briefings and feedback coaching. Alternatively, we can train your people in these practices. Contact: info@click-360.com.