

Change and Consultation at Blue Cross Animal Welfare

The organisation

The Blue Cross provides practical support, information and advice for pet and horse owners.

The need

Results from the Blue Cross staff survey highlighted a number of areas for development, one of which was communication and consultation during periods of change. The Blue Cross decided to take advantage of the annual managers' conference to schedule a series of workshops on the key development topics and commissioned Jacqueline Hill of J Hill Associates to run a 1-hour session on Change and Consultation.

What we did

Jacqueline met with Ian Patient, Training & Development Manager to discuss the results of the survey, the challenges facing Blue Cross and ideas for the workshop. Jacqueline created a draft design that:

- Explored why consultation is important
- Introduced a practical tool to assess stakeholder reactions
- Illustrated the tool using Blue Cross change examples
- Provided time for participants to practice using the tool on real change challenges they were facing.

The management team approved the design and, recognising the importance of the topic, decided to make the workshop available to all 90 conference attendees. Jacqueline and Ian therefore agreed to run three identical workshops, back-to-back, to enable all conference attendees to participate.

Benefits

- Linking the workshop directly to the results of the survey helped to show participants that their views were taken into account and actions taken as a result
- As most managers attended the workshops, as did a number of Board members, the key messages and practical tool introduced could facilitate discussions through a common language across Blue Cross
- Jacqueline's understanding of change management and consultation enabled her to quickly identify the most effective design to get across the key messages in the short time available
- Jacqueline's facilitation experience enabled her to run 3 high-energy workshops back-to-back and to manage effectively the strongly held views of some of the participants.

Comments from Blue Cross Animal Welfare

Participants' comments:

- "I hope we will see the formula implemented from top down to enable the rest of us to use it effectively."
- "Excellent, clear, interesting and thought provoking."
- "Quite short in terms of delivering significant content, but excellent taster sessions."

"Jacqueline's session was very well focussed on The Blue Cross and our needs. The session was participative and engaging, giving delegates the opportunity to use a simple yet effective model that could be applied in a variety of change scenarios. We intend to use this model along with existing good practices to ensure that change is implemented effectively and leads us to greater successes in the future."

Ian Patient, Training & Development Manager