

Organisation Development Case Study- September 2007

Strand Palace Hotel is based in central London. Historically, it belonged to a number of large corporate branded owners. Recently, it was bought by a private equity firm and became an independent entity.

Presently, the challenge is to support the organisation's journey in becoming an independent business and to establish a distinct identity within a new market position.

ABC started to partner with the business after work had been completed with a marketing company on identifying its new brand position, values and image.

ABC's approach

- Briefing with the General Manager and HR Manager on the challenge.
- Draft proposal of stages of support.
- Initial stage sign-off.
- Design and development of support interventions.
- Consultancy support on HR initiatives.

Philosophy

Key to the organisation's transition is to engage everyone who works in the business and to foster a felt sense of ownership such that everyone can be involved in driving the business forward.

Example of interventions

- Facilitation of leadership and management workshop to develop understanding of brand values. 'Uncut' behavioural examples from workshop included in general communication information.
- Development of workshops and materials for communication of brand positioning, brand values and what they mean.
- Workshops designed to be interactive. Line Managers encouraged to include own explanations and ideas on key points.
- As part of the workshops to invite ideas from people on immediate action to deliver specific values.
- Facilitator training for Line Managers and Team Leaders involved in delivery of workshops.
- Creation of brand-related roles including roles to bring in ideas from competitors and other businesses.
- Member of HR team created 'brand book', printed locally. Copies given out to every person who worked for the hotel as part of the workshop.
- Launch party and give-aways.
- Videos of customer interviews developed by people who worked in the business.
- Initiatives to encourage staff to experience the hotel.
- Leadership and management competencies to support the brand.
- Performance management to reflect changes in competencies.
- Introduction of balanced scorecard.

Potential next phase

- Focused leadership and management development.

- Development of brand roles.
- Training and development to reflect brand values.