



Starting the change process at the BBA

When Tim Sweeney was appointed Director General of the British Bankers' Association the brief he was given was clear: change the BBA into a customer-focused service organisation that delivered value for money services. The alternative was to watch the banking industry's principal trade association lose credibility, starting a stampede of member banks (and their subscriptions) out of the door.

After a few months of seeing "how things are done around here", his worst fears seemed to be justified. There was a Dickensian whiff around the place; the Association's work practices were out of the dark ages, and the staff were wary and suspicious. Few had any idea of whom the "customer" was and even fewer had any idea what the customer wanted rather than what the Association had been delivering for the past twenty years.

He needed to find out very quickly just how many of the Association's sixty staff shared his vision of the future. Working with the Director in Charge of Communication, Catherine Sweet, he decided to take the temperature of the organisation using a diagnostic feedback process called teamindex360©.

Catherine had run three staff attitude surveys in previous jobs and knew that they could be counter-productive. **"We needed to engage people's enthusiasm, not just collect a catalogue of complaints", she said.** Questions that were written by management could be seen as self-serving, so it was useful to use the index360 approach with set questions that allowed the BBA to compare itself with other organisations. **"We had a tendency to think of ourselves as worse than most", Catherine explained, "and while that was true in some areas, it was encouraging to find with teamindex360© that we really did have some strengths on which we could build".**

Because the new Director General was trying to instil a shared sense of commitment, it was important that everyone in the organisation be asked for his or her views. That put a premium on clarity; the questions had to be relevant no matter what the job you did and what level you operated, Catherine explained, **"index360 did all that superbly; the results were shared and understood by everyone in a single meeting for all staff where the next steps could be debated. It helped us make it clear that there was no management 'hidden agenda'; everyone could see what had to be done".**

As the kick off for a change management programme, teamindex360© helped identify the priorities and build consensus on what should be tackled first. Rather than seeing it as a one-off corporate culture snapshot. Catherine now sees index360's potential for benchmarking: **"when the change programme is completed later this year, I have recommended that we run it again, so we can actually track the progress made and recognise the achievements – and just what more we need to keep working on".**

For further information on the index360© process contact:

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