

Managing major change during merger

“The quality of PDT managers, consultants, facilitators and administrators is of the highest order... indeed my view is that we would not have achieved the current level of improvement in business delivery without the support of PDT.”

Angela Shephard,
Customs &
International
Directorate

The challenge

When the Inland Revenue and Customs and Excise merged to become HMRC, the organisation underwent huge change. Not only were there changes in working practices, but many people were concerned about whether their jobs might not just change, but completely disappear. To make the merger successful and to reap the benefits planned in combining the two Government departments, employee buy-in was crucial.

The solution

With a large population of employees to address, all of whom would experience the impact of the change on different levels, it was crucial to ensure employee engagement. Working with HMRC, the People Development Team developed a programme of tailored two day seminars which focused on **the challenges of change, personal impact and influence** for handling new working situations and **self development** for creating career opportunities both within and outside the new organisation. These were specifically aimed at the organisation’s first line managers to get them, as individuals, to take control and to support their teams.

The seminars were delivered over a series of weeks with up to 120 people at each event. Two of PDT’s top change management and communication specialists facilitated the sessions, which were designed to be interactive and results focused.

Outcome

The feedback from participants was extremely good – even those who were leaving the organisation reported coming away with a positive attitude. Although training large groups is unusual, this format enabled participants to build new networks across the workforce that enabled internal support, coaching and mentoring to help everyone adjust to the changes, and to gain the productivity benefits intended by the merger.

By engaging employees in the process, individuals felt that their input was valued and that they could contribute positively to the change, even where it meant losing team members. The added benefits of increased self-confidence and positive attitude were recorded not only through the evaluation sheets, but in direct reports back to the HMRC management team.

Continuing development

PDT continues to work with HMRC in a number of areas including Institute of Leadership and Management accredited programmes and some tailored leadership development.

Further information on our motivational change seminars, including a video interview with Angela Peacock, Chair of PDT, is available on our website:

www.people-development-team.com/motivational_change.html



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