



## SOUTHERN WATER COPING WITH CHANGE

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**“brought the brief to life...”**

**“put across an important and serious concept in a clear and concise manner”**

### **Situation:**

In common with the whole of the water industry, Southern Water had been going through a great deal of change. Major business process changes had been accompanied by considerable organisational change. There was a recognition that the degree and pace of change was putting some people under a lot of pressure and a concern that this pressure did not cross the threshold of people's ability to cope and cause stress related illnesses. The organisation was keen to demonstrate that change could be positive and that with the pro-active use of appropriate coping strategies, change need not induce stress.

### **Client requirement:**

The Management Team of Southern Water decided that they needed to train every manager in the company. A working party was then created bringing together HR, Health and Safety, a union representative and other members of staff, to select a suitable training supplier. Circumstances dictated that the programme be delivered rapidly - from design to completion of rollout in six weeks. **TSO Communication** was able to meet these challenging deadlines.

### **Solutions:**

**TSO Communication** demonstrated that it had considerable experience of implementing change and well understood the pressures that arise. We designed a programme of half-day interactive workshops that were delivered in a relaxed style to some 200 managers, from the board down to team managers.

Prior to designing the workshops we spent time with a cross-section of managers to understand the organisation and some of the specific issues that people faced. The workshops covered the nature of change and the challenges it presents to managers. We ensured that attendees were able to identify symptoms of stress and understood how to use the support network available within the Company - for themselves and their staff. Working party members later commented that our consultants “brought the brief to life in the way that [the team] had envisaged”.

### **Outcomes and Benefits:**

Southern Water valued our “ability to put across an important and serious concept in a clear and concise manner”. Every manager in the organisation now understands that stress is dangerous and should be avoided. They know who to approach for help when they recognise symptoms and know that no stigma will attach to anyone suffering from stress or stress related illness - it will not be treated as a sign of failure.

The programme also identified a number of related concerns and issues that we were able to pass on to management (without, of course, betraying any confidences).