

Improved ways of working at RAF Strike



Background

The Royal Air Force was merging its two Command Headquarters (Strike Command and Personnel & Training Command) in a drive to improve efficiency and effectiveness.

To ensure the success of the merger, work has been underway to identify the key cultural issues as part of improved ways of working.

Methods

Initially, focus groups and interviews were run with different stakeholder groups to assess views on a range of issues relating to culture to find out how employees felt about and saw the organisation from both historic and future perspectives.

The entire organisation was asked to participate in a survey to identify the gaps between the two current headquarters and the ideal future state.

Facilitating a unified and integrated structure

Blue Edge subsequently designed and facilitated interviews and workshops for all 10 Two Star Officers in readiness for the co-location of the two HQs in 2006. Two facilitators were used to establish the critical interdependencies and provide engaging, highly focused and hard hitting workshops that improved team cohesion and focus.

Key benefits

- Development of a reliable and valid measure of culture at the two headquarters, assessing behaviours, values and assumptions across the organisation
- The RAF was able to accurately identify any gaps between its current culture and future culture, allowing resources to be directed appropriately
- Differences between groups and HQs were objectively assessed to maximise chances of successful harmonisation through the co-location process
- Participation of all staff communicated a positive message of consultation and inclusion
- Areas of good practice were able to be identified and used to shape decisions on new processes and procedures within the co-located HQs
- Results were designed to be mapped directly onto wider organisational development initiatives (e.g. Improved Ways of Working) to provide a barometer of progress.

Interviews and workshops designed and facilitated to achieve full integration of the RAF Management Team prior to relocation.

