

**The objective**

To implement a culture change programme, developing individuals to become genuine team players.

**The approach**

Bespoke culture change programme including 360 degree feedback and coaching, experiential leadership programmes, EI workshops and Action Learning Sets.

**The business impact**

The second, repeat cultural survey recorded an overall improvement of 33%, including a 43% improvement in Leadership and 42% in Communication.



## The Case for a Supportive Culture at Linklaters

Linklaters is a global law firm, advising the world’s leading companies, financial institutions and governments. So when a culture survey clearly identified the need for a more collaborative culture, they acted fast, and they acted globally.

“Before, there was no real understanding of being on the same team, wearing the same shirt. It was like the defence not being interested in the midfield. That was symptomatic of how we were working together,” reflects David Jack, Associate Director for Linklaters Information and Strategic Services.

TLC, specialists in talent assessment and development, were brought in to deliver the culture change programme. They recommended a blended learning approach encompassing 360 degree feedback for all Senior Management Team managers, with Personal Development Plans and follow up coaching sessions, plus Action Learning Sets, experiential Leadership and Emotional Intelligence workshops and a Performance Management system and development workshops.

The TLC facilitators and coaches provided the right amount of stretch and challenge for Linklaters. “If you’re going to change the culture, you have to understand how you’re going to change it – and they did. In the nicest way – they wouldn’t let you get away with anything if it was going to get in the way of the changes we all wanted to see” says David.

The impact of the programme was measurable. The repeat cultural survey recorded an overall improvement of 33%, including a 43% improvement in Leadership and 42% in Communication. David sums up the programme’s benefits: “They helped people to become aware of how their behaviour impacts others and how to work more collaboratively. This has had a direct impact on how well we work together on projects and what we deliver to the business in ISS.”

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**About TLC:**

Established by directors Colin Newbold and Nicky Pharoah in 1991, TLC specialises in organisational talent development and helps to align individuals, teams, organisations and cultures behind the business strategy. The shifting economic landscape has forced our clients into organisational restructuring for cultural and commercial reasons and we’re helping by up-skilling line managers. TLC is where shift happens...helping to shift organisations from where they are now to where they want to be. TLC shift workers (our facilitators and coaches) are operationally experienced leaders with a psychology background and expertise in organisational development. This enables them to diagnose and get to the root cause of the specific issues affecting both professional and business success, as well as equipping them to deal with any behaviour that comes up during the course of their delivery.

Specific deliverables include talent assessment and development; leadership, management and team development; culture change and change management; communication skills; sales development; individual and group coaching, while our online subsidiary offers organisational feedback tools such as 360 and employee engagement.

TLC are based in Tunbridge Wells and have worked with an impressive portfolio of clients ranging from well known brands to public sector organisations. Examples include Telefonica O2, E.ON, Southern Railway, Diageo, Catalyst Housing Ltd and Kent County Council.