

An emphasis on new knowledge and behaviours (competencies) enabling collaborative and partnership working. Three core competences were agreed by the executive team to drive forward the organisation's new mission.⁴ Other key aspects of restructuring: New posts of area executive directors were created to provide a clearer accountability framework between regional directors and the chief executive and to facilitate greater connectivity between offices. Embedding values to support the organisation's strategy and structure. A culture group was set up involving 15 representatives from every department and every region across the country to ensure there was buy-in from all aspects of the organisation and the group represented a crosssectional slice of the organisation. All HR and IT posts previously based in regional offices were brought together into two teams, centralising these functional areas. A chief outcome of these WOW workshops was an Developing organisation culture ⁵ individually tailored benchmark for each team against which they could assess themselves and actions which would lead to improvements in performance. Judged as likely to have the most synergistic impact in achieving the organisation's mission, these were identified as: (1) breadth of perspective, (2) working collaboratively, and (3) accountability. In total, ten new competencies (including the three core ones above) were linked to individual roles and were then used as part of the recruitment process for the new jobs that were created as part of the restructuring.