

CASE STUDY

North Shore City – A great place to live, work and play!

North Shore is the fourth largest city in New Zealand, and the City Council takes great pride in what they have to offer to ratepayers, businesses and the people who serve it.

When Tania Halpin became Manager of the 50-strong building consents team at North Shore City in 2007 she sensed her new team wasn't quite a cohesive unit. She listened, observed and reflected. Amongst all the good things that were happening, she identified three key issues were holding the team back.

Tania tells her story...

- 1. silos** First, we had some silos within our team. Although each discipline was doing a good job individually, they weren't always working inter-dependently. The big picture was definitely getting overlooked on some occasions.
- 2. communication** Second, when communication broke down many people seemed to be uncertain about how to address these problems. I identified some people were feeling powerless to change things.
- 3. morale** Both of the above led to my third concern, team morale. As a Leader, I knew low morale had a direct link to performance and I was determined to change that.

I enrolled the support of my Team Leaders, and together we decided how to go about instilling a positive change. I also enrolled the support of Jan Alley, a specialist facilitator in Human Resource Performance.

Jan continues... What an external facilitator like me provides is an opportunity for people to reflect, and a framework to show them how to move forward in a safe way.

Tania demonstrated great leadership, commitment and support. In my opinion, her involvement was the underpinning success factor for the shift in culture and morale.

I used TetraMap as a framework to explore behaviour, preferences, and differences in communication styles. This highlighted why people had different expectations and experiences, and led to a new set of agreed ground rules for the team to all work by.

The first workshop changed behaviour, and broke down silos. The second, (6 months later) sustained these changes, and identified new ways to continue improving team performance and morale.

A staff survey was conducted immediately after both workshops (Nov 07 and May 08). This rated 7 factors of teamwork from purpose and productivity, to communication, recognition and morale.

The survey showed a positive shift in all 7 areas, with an impressive 31% improvement in morale.

Tania also outlined the following intangible benefits:



She sums it up by saying *"I would recommend TetraMap training for any team. My team has benefited greatly from learning about differences and preferences in communication styles. We have noticed changes in attitudes, morale, team unity and have better tools to deal with the daily stress of our busy working lives."*

The level of understanding of others has changed the way we work and view others. This would be one of the best programmes that I have experienced for improving morale, uplifting team spirit and improving working relationships."



Jan Alley comments... *"As a facilitator there's nothing more rewarding than knowing your workshops have really made a difference, and have given people skills they can use."*

TetraMap is so simple to use, yet has such immediate impact and long lasting effect. People can relax and be proud of their individuality and diversity, and at the same time accept responsibility for the impact they have on others."

The real value of TetraMap learning is the insight participants gain into other people's behaviour as well as their own. We've never found another model that enables people to develop the desire and ability to approach people and situations differently – it really gets results."

North Shore City People Capability Manager Beryl Oldham summarises *"developing people is critical if Council is to maintain and develop both organisational capability and credibility. Our communities have high expectations on what and how Council should deliver – our staff need to be really on to it."*

Thanks to North Shore City Council, Tania Halpin, and TetraMap Facilitator Jan Alley for allowing us to share this case study with other TetraMap users around the world.

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