

## Case study

**Client:** HM Customs and Excise

**Project:** Solicitor's Office: Vision, values and strategy

**Dates:** November 1998 – June 1999

**Carried out by:** Peter Hyde

### Requirement

The Solicitor's Office had concluded that it needed to develop a vision statement, a set of values and a strategy to guide its future development. Peter Hyde Management Consulting was commissioned to work alongside the Office's head of change management to support the Senior Management Group in doing this. The intention was to do the work in a way which was grounded in evidence and which gained the buy-in of staff in the organisation.

### What we did

The project involved:

- A series of workshop sessions with the Senior Management Group, culminating in an Awayday.
- Workshops with staff to assess the strengths and weaknesses of the organisation as they saw it and seek their ideas as to its future direction.
- Interviews with managers and external stakeholders discover their views of strengths and weaknesses and to build an environmental scan.
- A survey to discover the values held by people in the organisation and their views on what values ought to guide it in future.

### Outcomes

The vision, values and strategy were agreed and implemented. It would probably be fair to say that more could have been done to embed the values.