



## Kingswells Care Home

# Case Study



### The client

Bon Accord Care is a health and social care company providing adult social care and are proud to support thousands of people across Aberdeen city; helping them to live safely in their own homes and local communities, maximising their independence and quality of living. It offers a broad range of services, predominantly focused on older people, rehabilitation and enablement, that promote choice, dignity and respect.

### The challenge

As MD of Bon Accord, Sandra Ross had already invested in ensuring that her senior team understood the benefits of a comprehensive coaching culture for themselves. This had involved her team fully understanding their own strengths and weakness, using the Insights programme.

Bon Accord Care employs over 750 staff with a further 250 staff who are employed on a casual basis. Sandra recognised that in order to take the value of the Insights model further, it would be beneficial to bring a coaching model to the entire workforce.

She says, "I wanted to get the value of a coaching culture within the organisation generally and embed it fully among our people, rather than merely training a few coaches and letting them try and achieve this on their own."

### The solution

Sandra had previously met Nicky Carnie and knew she was an Insights trainer. Sandra realised that Nicky would understand very quickly what she was trying to achieve throughout the organisation. Sandra says, "Nicky understood that the C-me development programme would underpin all that I wanted to accomplish. It was easy to articulate what I wanted to do; Nicky was someone who understood where I was coming from; who'd previously worked in a corporate environment and understood those challenges. I could see too that she would also be another voice for staff and those selected to be the C-me Champions; and that she would help move it all forward."

At the same time, the business was going through a holistic review, effectively a

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redesign from top to bottom, building in new changes. Sandra wanted to use the colour ethos of C-me to build good project teams, by balancing out the personalities by their colour profiles, and introduce this as a common language throughout the entire organisation.

## The outcome

Sandra says, “Those in a leadership role met with Nicky to have a C-me profile completed and from there, new teams were put based on their profiles. Nicky did a lot of work to help our leaders and staff understand the strengths and weaknesses of each colour profile. The managers understood what the different colour profiles meant and therefore understood their teams. They also appreciated that this wasn’t simply a change for change’s sake; rather it was a development process for their own benefit.

By creating a coaching culture, it benefits everyone and means people can have much easier conversations. Nicky’s approach makes it easy for staff to use and to have difficult conversations with colleagues and their teams in a non-confrontational way. For example, it’s much easier to say, “you’re being really blue here, and I understand that you’re risk adverse, so I’d like you to stretch your red more”. Those conversations become much easier to discuss.

“People can now have safe discussions about challenging subjects rather than making those conversations personal. By using the C-me approach, people see those chats are about supporting staff, rather than just reviewing their performance. It’s really powerful; people see the strengths that they

bring to the team and the strengths of others; if someone is a strong yellow, their opposite will be a blue so that they can balance each other, and it means there’s a greater level of understanding different perspectives in a more productive way for their team – and the whole business.”

Sandra intends to roll this out across the whole organisation so that all her people understand how to communicate better and support each other. Sandra says, “It’s about recognising that people don’t all work the same way, and by creating teams that balance in terms of different approaches, you get stability and more productive people”. She says, “We need to look after our own people before we can expect them to look after others. I just find it so valuable, to be able to work to people’s strengths and balance out their weaknesses. Why force round people into square pegs? As a business leader, you want to get the most out of people.

Working with Nicky and using C-me is about understanding your staff, how they hear you, and then how they communicate. You can’t fix 700 people by giving 3 people coaching. You need people to have a good grounding in coaching in order to then underpin all that you do with a genuine coaching culture, where the C-me profiling helps everyone to understand where and who they are, to have high performing teams throughout.”



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