

Case Study // Co-operative Funeralcare - Conference Launch Event and Strengths-based Team Working

The **co-operative** funeralcare

Co-operative Funeralcare is the UK's leading funeral director, with over 850 funeral homes operating across the country. They have helped thousands of families through difficult times, providing care, support and reassurance when it matters most. Co-operative Funeralcare delivers high quality care and support through people working at a local level, but backed by the resources and expertise of a trusted national organisation.

The Challenge

With funeral directors responsible for running local businesses nationwide, providing centralised development can be difficult. Co-operative Funeralcare were searching for a way to motivate and engage all funeral directors in their own development and the continual development of their local teams.

Capp's Approach

In a dispersed organisation such as Co-operative Funeralcare, a mandatory development programme would not sit well culturally. Working with the HR team, we designed and developed a series of organisational interventions that would enable people development and engagement across the business:

- First, we worked with the HR team to develop an overall development and engagement strategy for the business, using a number of events, activities and processes that were already in place within the business, starting with the annual leadership conference.
- Second, we designed and delivered core sessions of the annual leadership conference over 2 days. The annual leadership conference involved the top 230 leaders and managers from across Co-operative Funeralcare. Conference design included a range of plenary sessions, group work, participative exercises and facilitated feedback. The key themes of the conference were around using strengths in development, performance management, and engagement.
- Third, every Funeralcare manager took Realise2, Capp's world-leading online strengths assessment and had the opportunity to consider how to best use their unique strengths as a manager. The data from these Realise2 outputs was used throughout the conference experience and beyond.
- Fourth, a series of Strengths Team Programmes were delivered to the Operations, Marketing, Human Resources and Fairways teams. These programmes focused on understanding and harnessing the strengths of the team in practical ways, in order to develop team performance, improve customer experience and enhance business performance.

Karen Fenton, Head of HR for Co-operative Funeralcare says *"You can never stop raising standards and here at the Co-operative Funeralcare it's all about service to our clients. Everything comes back to our people. Introducing Capp and 'strengths' to our managers, has made them stronger individually and as teams, which has positively impacted on how engaged our colleagues feel and how well our clients tell us they have been looked after."*

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Outcomes

- The annual leadership conference was held to be a great success, and had successfully engaged and inspired the leadership population with the value of using strengths. Delegates also reported feeling that they had the tools and practical techniques to put this into practice in their daily work.
- Team leaders reported greater insight into the strengths and weaknesses of their team members and an improved ability to delegate work appropriately.
- Teams also reported a greater ability to work effectively with other teams with different strengths profiles.
- A greater understanding, communication and level of trust was developing among the teams and individuals who were using the strengths approach.

