

## The client

The British Broadcasting Corporation (BBC) is the public service broadcaster of the United Kingdom, headquartered at Broadcasting House in London. It is the world's oldest national broadcasting organisation and the largest broadcaster in the world by number of employees, around 35,000 at present.

## The brief

Recent corporate and market pressures have presented a number of strategic challenges to the BBC, which has prompted new, innovative and at times controversial solutions. The in-house legal team excel in managing and protecting the BBC in a changing landscape. The leadership team expressed the need for a more joined up and collaborative working environment and wanted to help their people to develop the skills to achieve this.

## The solution

Collaborating with key stakeholders from the business, Catseye helped the leaders to clarify the commercial purpose and outcomes expected from the investment in their people. Catseye were then able to drill down to the behaviour gaps that existed and were undermining performance across the legal team. That enabled a clearer diagnostic of the causes behind the gaps, with the majority being skill gaps rather than environmental or cultural factors. Timescales were tight and availability of key stakeholders was limited. However, through a number of short and creative interventions, a clearer picture of the situation was created and a stronger commitment fostered within the leadership team. The client opted for a large format workshop (35 people) attending practical 3-hour skills sessions. This offered the entire in house legal team a chance to work together and explore key skills and behaviours that would increase their success in connecting & collaborating whilst also delivering the collateral benefit of being better networked as a result. One key feature of the skills sessions was the use of the in-house team leaders as coaches and facilitators to create a stronger sense of ownership, accountability and commitment to change within the team and to ensure both the business and personal contexts were well connected. Attendees also benefitted from being able to hear first-hand stories from team heads as well as getting advice in troubleshooting their own individual challenges.

### Analysis



Cultural Factors



Skills Gaps



Environmental Factors

### Solution

- Leader Led Learning
- Personal Skills Training
- On-going support

### Results

Increased connection & collaboration

Leaders skilled as coaches

Greater accountability and ownership of change

## The results

The feedback captured from the team indicated both a strong need and desire to be even more connected with each other. A range of people skills were being continually practised and developed across the group. With personalised strategies having been developed during the skills sessions, individuals had a stronger ability and purpose for connecting and collaborating with colleagues throughout the BBC.

Key results experienced by the team were:

Increased motivation  
to expand personal  
networks

More productive  
conversations with  
others

Increased connection  
between Staff and  
Leadership

Enhanced knowledge  
sharing and problem  
solving through  
better networks

## Contact

Martin Tothill was the legendary lead consultant for this project. To catch up with him or anyone else on the team, just email [info@catseyedev.co.uk](mailto:info@catseyedev.co.uk) and we'll get you a response as quick as a flash

## OUR VALUES & GUIDING PRINCIPLES

*What does Catseye believe in?*

Real change

The merit of every individual

Doing the right thing

Being even better every time

## CONTACT US

Catseye Leadership Development

[info@catseyedev.co.uk](mailto:info@catseyedev.co.uk)

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