

OUT IN THE FIELD

The Field Model™ in action

Gallagher Employee Experience and Communication division

The company had seen a huge period of growth alongside multiple acquisitions, but it felt like progress was stalling, which was impacting the process of the integration.

“We had been through rapid growth and I wanted to explore how we could make sure our people were with us on the journey. Jenni took us through The Field Model and – while there were uncomfortable conversations – she always put the team at ease and helped us work through the plan to change. Jenni enabled me to reposition and understand where we needed to go. She enabled me to gain greater clarity between employees and the business. I truly trust Jenni’s unbiased, independent advice. There’s often more risk involved in not making changes, so this was all about de-risking the business, and now we know we are facing the right challenges.

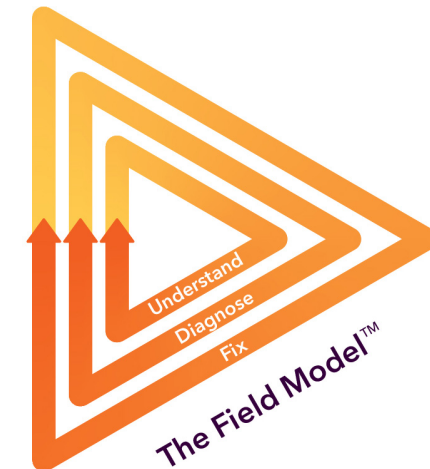
The tangible output of The Field Model is a comprehensive report but talking through the findings added real value. With a direct and outcome-focused approach, Jenni offered guidance and strategic direction to get us to a better place.

This is most definitely a challenging process because you have to act on the advice given; even if it’s tough. It’s easy to dismiss feedback because it’s sometimes hard to listen to. In this process, I realised that, as a leader, it’s OK to ask for help – no one is perfect. The true value in this process is that our leaders accept it, challenge themselves and then change the business.

Although difficult at times, the whole experience working with Jenni was fun. The environment Jenni creates and the way she works allows you to fully understand your direction. Without doubt, 2020 would have been even more challenging without going through this experience. We’re definitely better off today after going through this process. We’re not there yet, but our sights are set on our transformational journey.”

Ben Reynolds
Managing Director

The Field Model helps organisations move from chaos to calm. It seeks to understand, diagnose and fix issues for the long-term.



The Field Model for Gallagher Employee Experience and Communication division:

UNDERSTAND:

The company wanted to address the symptoms it was seeing, such as stress and staff retention. Once you introduce M&A and geographic expansion, the business becomes very different. It was recognised that a different mindset was needed for the ongoing leadership journey.

DIAGNOSE:

We conducted listening interviews with 26 members of staff located in London, Hampshire and the USA, and shared the findings. Our report highlighted eight core areas of focus and a detailed action plan.

FIX:

The plan identified blockers, structure, strategy, team, culture, skills, integration and leadership, and helped confirm that a restructuring was needed in the senior leadership team to ensure the right people were in place to support a rebrand and future growth. This has created strategic clarity around what the company is becoming and allowed it to positively move forward.

If you'd like to find out more about moving from chaos to calm and implementing The Field Model, please email info@redefiningcomms.com. You can also find further resources on our [blog](#) and free [downloads](#) page.



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Communications**
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