

# PROVISION OF COACHING SERVICES FOR WICS EXECUTIVE TEAM

## Tender Response Document

Prepared by:



24, May 2024

## 1. Our Understanding of WICS' requirements

**Please detail your organisation's understanding of the services specified in this ITT, outlining your approach to the requirements.**

We understand that the over-arching objectives outlined by The Board include achieving the long-term objectives for the sector, challenging Scottish Water to achieve best in class levels of customer service and for WICS to become recognised as an international leader in economic regulation.

In order to do all this and in the wake of the departure of the previous Chief Executive, the Interim Chief Executive and the rest of the Executive Team have identified a need to transform the culture of leadership and develop a means by which to effectively cascade the organisational vision and strategy effectively throughout all the teams within WICS.

You are looking for experts in the learning, development and coaching field to deliver a series of coaching led interventions that will help each member of the Executive Team better understand their own leadership style and develop a means by which they can enhance both their own individual and collective team leadership style in order to be able to effectively and authentically lead and drive a cultural change within the organisation.

Two distinct factors have been identified as crucial to the success of this intervention, namely "focus on working with a team in crisis" and having the abilities to "develop trust between members".

You are looking for one set of facilitators to deliver the group coaching sessions which will likely be held on site in the central belt of Scotland, and a different set of facilitators to engage with the team members on individual coaching sessions which may well be delivered remotely via MS Teams or Zoom.

Effective and robust communication is key to this series of interventions which will primarily focus on identifying areas of conflict, dealing with and resolving those issues of conflict and bringing about a culture of change that can be effectively led and driven by the 7-8 Executive Team Members.

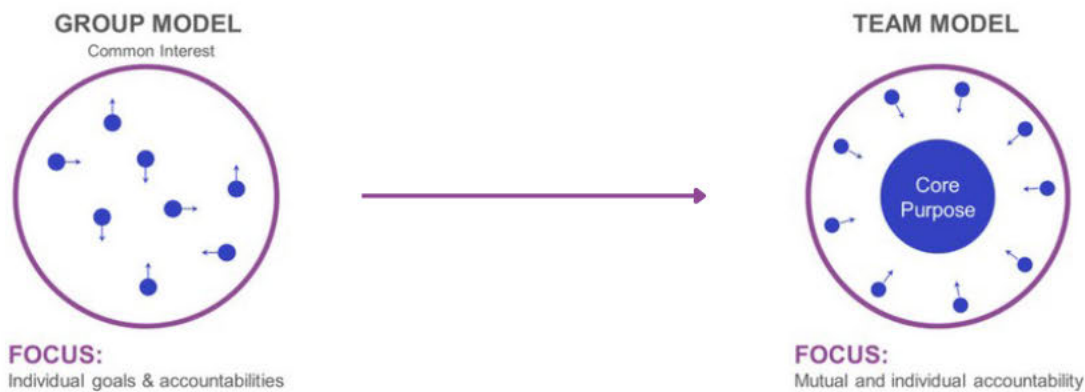
To assist the Executive Team in exploring their individual and collective leadership values, purpose, strengths, styles and impact on their own teams and the wider organisation, we are proposing an established yet, relatively speaking, esoteric methodology which is both transformative and market-leading in the impact that it can have on both individuals and teams overall. There are very few training providers in the UK and Ireland that have access to this powerful methodology. Only a select few training providers in the UK have been granted license to deliver Herrmann's WBT model therefore we believe we are bringing you an exclusive opportunity to develop your people with proven tools and techniques that will be a refreshing change to the norm.

As you read on below you will find that all the criteria you have identified as being crucial for inclusion within these interventions have been covered and more. Sharing an understanding of leadership, building trust, self-reflection, team reflection, vastly improved communication, understanding motivation, mindset and drivers and a deep understanding of what is required to build and drive a stronger more cohesive team are all central tenets of Herrmann's Whole Brain Thinking® Methodology.

**Our proposed model to meet the specification and deliver the training & coaching programme.**

Highly effective teams don't happen by accident. Building and sustaining team success takes time, effort, and diligence. Many leaders are primarily occupied with their own area of responsibility so that their own leadership group can see as less important. This has the potential of incubating crisis and creating strain amongst team members and within the wider organisation.

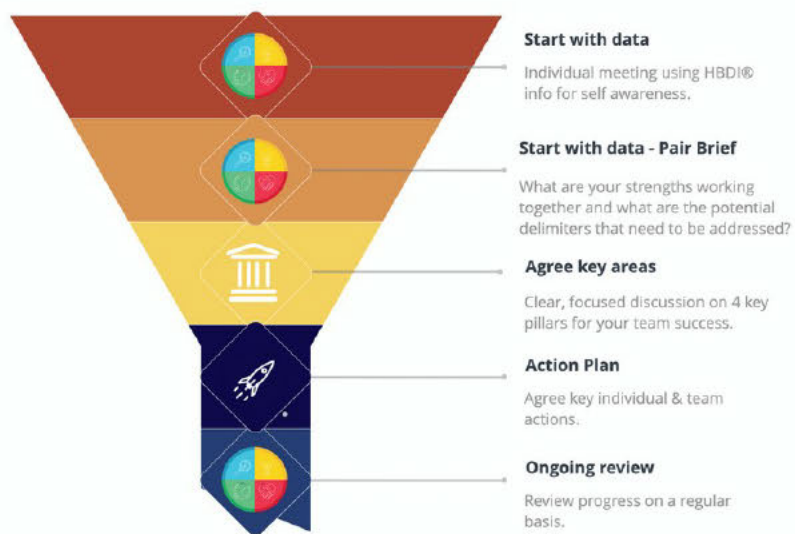
We believe that a strong leadership team mobilises everyone in the organisation to propel the organisation's vision and strategy forward. In our experience, many senior leaders struggle to balance running their individual business areas with working together as a leadership team, focused on the success of the whole organisation.



Our goal is to create what we have described as **Team 1** below. This system has been used with our clients to create high performing teams. The goal is to move to a properly defined, functioning team that delivers as opposed to a group of individuals who happen to work in the same organisation.

**Team One**

A simple, effective process to build good working practice, understand differences, establish clear boundaries and drive success.

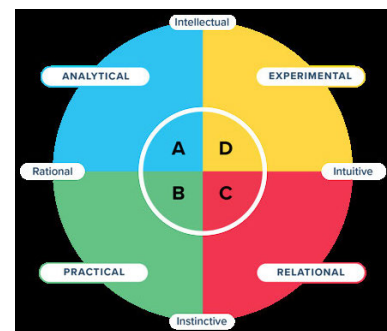


## Introducing the Whole Brain Thinking Approach

**Cognitive diversity** is the difference in the thinking i.e., cognition, perspective, or information processing styles, that people use to process the world around them, collaborate, solve problems, and make decisions. Everybody thinks differently, but few teams are able to leverage cognitive diversity as a strategic advantage. The ways individuals think guide how they work; the ways groups of individuals think guide how the teams they form work; the ways groups of teams think, and work will make or break the success of the organisation.

This approach will elevate the Executive Team within WICS, assisting their understanding of their own thinking preferences, how to apply that knowledge to improve problem-solving, decision-making, communication, productivity, and well-being. Teams build a common language to frame their approach to cognitive diversity improving communication, team effectiveness, engagement, trust, and psychological safety. The WICS Executive Team will leverage thinking preferences via the common language and tools to increase organisational effectiveness, develop and retain top talent, encouraging collaboration and innovation.

During each phase of the engagement, we get to the root of performance and team issues by applying Herrmann's Whole Brain Thinking (WBT). The WBT quadrants / styles are analytical, practical, relational, and innovative. Applying WBT means being able to fully leverage one's own preferred style(s), and stretching to other styles when necessary, adapting to and taking positive advantage of the preferences of those around us to improve performance and results.



### Upper Left Blue A Quadrant: Analytical

- Thinks things through logically and methodically; good at problem-solving and making decisions.
- Colour significance: Blue — clear and to the point.
- The upper left A quadrant typifies logical processing. The colour chosen to represent this quadrant is cerulean blue — clear and to the point.

### Lower Left Green B Quadrant: Practical

- Applies knowledge to real-world situations; adept at organizing, planning, taking action, and managing.
- Colour significance: Green — grounded and pragmatic.
- The lower left B quadrant typifies structured and organized thinking. The colour chosen to represent this quadrant is green, suggesting being grounded.

### Lower Right Red C Quadrant: Relational

- Very expressive, interacts well with others, and fosters relationships; effective at communicating and collaborating.
- Colour significance: Red — emotional and warm.
- The lower right C quadrant typifies emotional, feeling, and interpersonal orientations. The colour chosen to represent this quadrant is red because of the emotional passion implied.

### Upper Right Yellow D Quadrant: Innovative

- Thinks creatively and is open to trying new things; loves concepts, generates new ideas, and envisions the big picture.
- Colour significance: Yellow — vibrancy and energy.
- The upper right D quadrant typifies imaginative qualities. The colour chosen to represent this quadrant is yellow because of that colour's vibrancy.

We use all four quadrants of our Whole Brain® in our daily lives, although most of us feel more comfortable with certain thinking than others. Measuring the degree of those preferences is the foundation of the Herrmann Brain Dominance Instrument® (HBDI®).

This methodology provides a data-based, objective view of the factors impacting on team dynamics and performance. It creates a space for rich conversations, increased awareness of how each member prefers to operate and the platform to create deeper understanding, alignment, collaborative working relationships, and interdepartmental performance working towards WICS strategic objectives. To follow are our proposed programmes using the WBT approach.

An innovative and modern approach to people development, we will work with you to understand the culture you want to create, ensuring it is aligned to address the unique challenges of industry oversight. Delegates will be inspired by learning about themselves and their colleagues and will leave feeling motivated to apply the learning because of the rich and deeply engaging understanding of cognitive diversity, leveraging the thinking styles to achieve excellent results for WICS.

Work based projects will be the catalyst for application of learning, giving every level of manager the opportunity to see how they can make a real difference within WICS.

### The Executive Team Programme

[Redacted]

### Pre-Programme Engagement: Individual HBDI® Thinking Preference Assessment & Coaching

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]



[Redacted]

The HBDI® profile will provide your Executive Team with an understanding of their thinking preferences, decoding their preferred strengths.

**The Herrmann® online platform as added value.** All delegates will have access to the Herrmann® online platform to build their individual learning journeys. The platform is available on desktop and phone application. It includes a plethora of additional resources, videos and tools to support their ongoing personal learning journey.

[Redacted] Whole Brain® model.  
[Redacted] Whole Brain® model

**Individual Coaching Session** – [Redacted] explore the HBDI® profiles.

**Team Effectiveness Session 1: Boost Team Performance - A Data Driven Approach:**  
[Redacted]

**Benefits:**  
[Redacted]

**Team Effectiveness Session 2 – Team Effectiveness Dashboard:**  
[Redacted]

**Team Effectiveness Sessions 3, 4, 5 and 6 – Solid foundations:**  
[Redacted]

[REDACTED]

**Team Effectiveness Sessions 7 – Final Round Up:**

[REDACTED]

**Coaching Support**

[REDACTED]

**Conclusion**

[REDACTED]. The Herrmann Whole Brain® Thinking Methodology approach [REDACTED]

The solutions are grounded in over 40 years of applied use by more than 4 million users around the world. The Herrmann Brain Dominance Instrument (HBDI®) and Whole Brain® Thinking Model have profoundly helped teams and organisations to be more effective and individuals feel more included and accepted.

[REDACTED]

**Further Note**

We note the likelihood of there being a new Chief Executive Officer being appointed, perhaps after the roll of out this programme. Should that individual be sourced from outwith the existing Executive Team, we would recommend putting in place provision for them to be given 1to1 coaching and support around the Herrmann Whole Brain® Thinking Methodology to ensure they are onboard [REDACTED]. This would be a strong strategic approach and should be factored into any considerations around the choice of programme delivery.

**2. Service delivery**

**Please provide full details of how you will ensure successful delivery of the services specified in this ITT including details of sub-contracting and project management arrangements**

We are highly experienced in managing and delivering large client training contracts, on a concurrent basis. [REDACTED]

[REDACTED]

To ensure we always have appropriate capacity, contingency, and skill we utilise a wide network of [REDACTED] We allocate trainers based on their expertise and, where appropriate, geographic proximity to the job. We have identified five trainers who are suitably skilled, qualified, and experienced to design and deliver this programme. [REDACTED]

[REDACTED] the Herrmann Whole Brain Thinking® Trainer Team for you.

On award of contract, we will confirm [REDACTED] as Lead with the remaining members of the team as contingency should [REDACTED] become unexpectedly unavailable for unforeseeable circumstances. We understand that the Executive Team will have busy restrictive diaries, therefore we will work very closely with you to ensure robust and reliable scheduling of events.

Our Contract Manager will oversee all aspects and requirements of your programme, contract, and our relationship.

The Contract Manager is responsible for:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Our admin team ensures all aspects of the day to day running of the contract are met. Activities include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]



## Our Approach

We will work collaboratively with you to ensure the programme is an exact fit for your needs. To do this we will follow the ADDIE model, a well-established instructional systems design framework. We have a proven history of using this approach when designing and delivering programmes for our clients. The five phases are Analyse, Design, Develop, Implement and Evaluate. Details of how we will engage with you follow to ensure the content is aligned below.

### Analyse.

[Redacted text block]

### Design.

[Redacted text block]

### Develop.

[Redacted text block]

[Redacted]

[Redacted]

**Implementation.**

[Redacted]

[Redacted]

[Redacted]

**Evaluation:**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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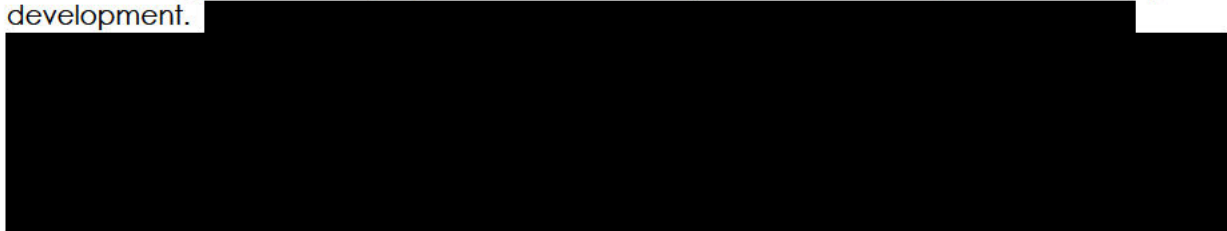
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**3. Personnel**

Please provide details of the named individuals, including CVs, who will deliver this service and how they will contribute to successful service delivery. You may wish to support your response by reference to how those individuals have provided similar services previously and you may wish to explain how previous experience and achievements will inform their service delivery in relation to this requirement.

**Response:**

All five training professionals proposed in the summary bios below are experts in leadership development.



Our Contract Management team ensures all aspects of planning, scheduling, evaluation, and administration are delivered in time, on budget and to the highest standard. Our whole team has multiple years successful track records delivering contracts very similar to your requirement assuring you of their credibility to design and deliver programmes resulting in lasting change withing WICS.

**LEAD CONSULTANT:**




Qualifications:

[Redacted]

Project Example 1 -

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Project Example 2 -

[Redacted content]

[Redacted content]

[Redacted content]

[Redacted content]

**TRAINER AND COACH:**

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



**TRAINER AND COACH:**

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

TRAINER AND COACH:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



**TRAINER AND COACH:**

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Project example 1**

[Redacted]

**Project example 2 –**

[Redacted]

[Redacted text block]

[Redacted text block]

CONTRACT MANAGER:

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

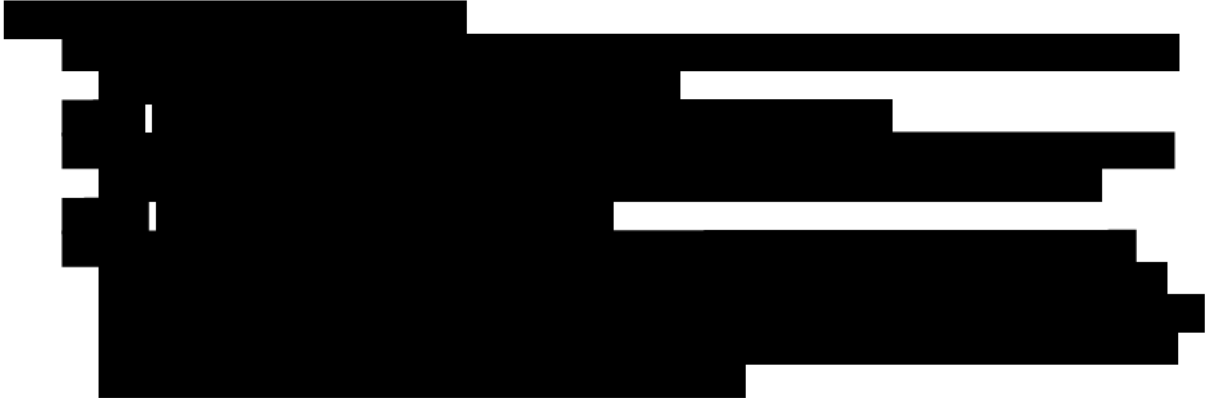
**4. Sustainability**

**WICS is committed to sustainability in procurement and all aspects of its work. Please comment on your organisation's sustainability objectives and how the company measures its performance against these objectives.**

Since March 2020, we have learned that meaningful and effective training can be delivered in the virtual classroom setting. We get excellent feedback from delegates and have not had any reports of reduced learning using this methodology. Indeed, delegates are enjoying the improvement in their lifestyle from spending less time travelling to and from training. This approach has had a significant reduction on our carbon footprint.



We do understand that face to face training may be some people's preference or indeed a requirement. To reduce CO<sub>2</sub> emissions which come from travel requirements, where possible we will allocate local trainers to our contracts. For example, were we successful with this bid, one of our lead management development trainers live in Scotland's Central Belt. The travel involved in going to client sites and delivering any open courses off site can cause significant levels of emissions. This is an area we can manage directly, reducing environmental impact. Our procedures in this area include paying very careful attention to our travel arrangements.



Furthermore, we endeavour to:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

For example:

- [Redacted]

[REDACTED]

Our Contract Manager, [REDACTED], is local to WICS HQ, as she is based in [REDACTED]. Any meetings that are to be held can be scheduled locally or over MS Teams or Zoom.

Although not necessary for this project, it is worth noting we have been operating remote contract management approaches very successfully for the past four years. This again has significantly reduced our environmental impact as flights are no longer required, travel has been almost eliminated and is far more sustainable than our previous face to face approach.

All staff associated with this contract now work from home and we no longer have city centre offices. Rest assured they all have suitable and sufficient equipment to ensure they can do their jobs effectively, however we have decided for the time being that we will continue the remote working model, which also keeps our environmental impact to a minimum.

Additionally, our Environmental Policy (Appendix I) and Environmental Management System Manual (Appendix II) detail the considerations our organisation gives to our activities in this area.

**Sustainability policy**

Our Sustainability Policy is available on request.

[REDACTED]

We will seek further understanding of your economic, social and environmental wellbeing strategies and can include key messages, core values and aims within our training. All course designs will reflect the needs and expectations of your organisation and community.