THE CLIENT

Serco - a public services provider operating across multiple sectors, including Justice & Immigration, Defence and Health. With over 30,000 colleagues supporting essential services, strong and adaptable HR support is critical to delivering for both their customers and communities.

THE PURPOSE

To improve collaboration, adaptability, and leadership and to build a more connected, resilient team, able to lead and support change effectively across the business.

THE PLAN

A staged development initiative in partnership with Clarity4D, combining personal insight profiles with tailored sessions on self-awareness, communication, and feedback. Delivered in four phases, cascaded across each function, ending with embedded practices in PDPs, team meetings, and communications.

THE C4D FRAMEWORK:

- Offered a common language for understanding self and others.
- Created space for open dialogue and relationship-building.
- Equipped the team with practical tools to improve feedback culture and navigate change with confidence.

THE PROBLEM - 2023:

- **22%** of colleagues indicated that line manager feedback was either not provided or not constructive to support performance in 2023.
- Only **77%** of new starters felt they had the right resources, **78%** felt supported and **79%** were clear on expectations.
- A reluctance to cross-functional collaboration and communication.

THE OUTCOME - 2024:

- **81%** of colleagues agreed their manager provides performance-supporting feedback.
- **84%** of new colleagues felt they had the right resources, **83%** felt supported, and **85%** were clear on expectations.
- Managers reported more open conversations, quicker resolution of issues, and stronger cross-team relationships. New joiners integrated faster, with Clarity4D cited as key to early relationship building.

> What makes this initiative exemplary is its scalability and long-term value. It was not a one off workshop, but a cultural shift, supporting collaboration, resilience, and reflective leadership within HR, allowing us to lead change more effectively across the business.
>
> Hannah Bullmore, L&D Manager

82% of participants felt confident applying their Clarity4D learnings; **91%** said it positively impacted their communication.

Serco now have Clarity4D colour energies on email signatures and share team profiles and Clarity4D Maps with the whole MyHR function. Clarity4D insights are embedded into PDPs, team meetings and leadership development, and all new MyHR starters receive a Clarity4D profile and a 1:1 debrief with a Clarity4D accredited learning specialist to support early integration. This initiative continues to influence how they work, embedding a shared language and mindset into everyday practice, strengthening culture, and enhancing performance across the MyHR community.