

ORGANISATIONAL PERFORMANCE AND CULTURE IN PRACTICE

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Evaluate the advantages and disadvantages of the organisation structure in your organisation (or an organisation with which you are familiar) and evaluate the advantages and disadvantages of one other organisation structure. Within the evaluation, you should include the reasons underpinning the structure. (AC 1.1)

Hywel Dda University Health Board (HDUHB) uses a matrix structure to provide greater flexibility and adaptation to shifting demographic conditions and patient demands. It allows the organisation to utilise highly skilled professionals from different departments to support collaboration and strategic objectives (Indeed, 2023a).

A matrix structure can take advantage of the varied perspectives, abilities, and experience of staff members from other departments by forming cross-functional teams that focus on specific goals or tasks. This approach also encourages innovation, creativity, faster communication and the ability to share resources and knowledge throughout the organisation without causing disruption to other areas (Taylor and Woodhams, 2022).

According to Taylor and Woodhams (2022) There are also drawbacks to the matrix organisation, which result from the complexity of this framework. When they function well, complex structures can be advantageous, but they can also lead to conflict and chaos. Another disadvantage of the matrix organization's complexity is that teams could find it difficult to determine who to report to and when (Nebosjsa & Ana, 2007). Although the matrix is meant to be helpful to teams, it has the potential to make projects more difficult and the process more confusing. Projects may be delayed because of the matrix's complexity, The necessity to report information to several persons can slow reaction times (Asana, 2023).

Another example of an organisation structure would be divisional. The most suitable organisations for this kind of structure are those with broad operations that are spread out across national or international borders such as McDonalds. Organisations that have a divisional organisational structure are typically divided geographically or have multiple core products. They frequently have a big workforce, so it's necessary to divide them up into departments according to the services or goods they offer (Miller, 2021). The advantages of this include quicker decision-making, improved collaboration and teamwork which provides individual teams with clear direction and alignment to strategic goals (Ellis, 2023).

However, Ellis (2023) does also express the drawbacks of working in this way, these include increased business expenditure due to multiple teams and goals, it also can create 'silo mentalities' as individuals overlook the value in collaboration and teamwork, leading to a competitive culture and loss of strategic focus (Ellis, 2023).

Analyse connections between your organisation's strategy (or an organisation with which you are familiar) and its products or services, and customers. (AC 1.2)

In HDUHB, one of the biggest priorities is the Health Board's Health & Care Strategy 'A Healthier Mid & West Wales', the aim of the strategy is to provide healthcare that is humane, accessible, sustainable, and safe. The goal is to transition from being reactive and treating illness to maintaining people's health and preventing illness at an early stage. (HDUHB, No date).

To develop the strategy HDUHB invited patients, members of the public, families, employees and carers to the engagement and consultation exercises to truly hear the voices of the communities they served. Safe, sustainable, accessible and Kind were the four words that were repeated continuously throughout the process and became the foundation and 'guiding principles' for the proposals (HDUHB, No date).

Supporting families through three interrelated stages of life is the main goal.

- Starting and developing well
- Living and working well
- Growing older well

To achieve this, there needs to be a multi-disciplinary approach, as there are many things that can affect an individual's well-being and health, including money. In a survey undertaken by The Joseph Rountree Foundation (2016) highlights the links between poverty and health, it shows that 1 in 5 of the UK population live in poverty. This negatively impacts health because it's harder to avoid stress, sustain healthy behaviors, and access experiences.

Proposed services including Integrated Care Centres, will aid individuals to take charge of their health and wellness in their homes and communities. By collaborating with other sectors such as social care, housing, education and employment the strategy aims to reduce health inequalities (HDUHB, No date).

However, due to the impact of COVID-19 there has been a significant shift in focus. The latest annual report issued by HDUHB (2023) highlights many factors facing the organisation, including record-high waiting times, public willingness to access services, huge financial deficit and the continued cost of living crisis. Due to issues related to performance and quality, the Welsh Government has raised HDUHB to 'Targeted intervention' in a bid to enhance its ability and potential for improvement (HDUHB, 2023). This has slowed the overall progress of the strategy and has shifted focus to a short term 3-year COVID-19 recovery strategy, primarily addressing backlogs and unmet health needs. This would suggest that progress on the strategy has not only halted, but there are fundamental issues with patients being able to access care that is safe, accessible or sustainable

Analyse three external factors or trends currently impacting your organisation (or one with which you are familiar). The impact of these factors or trends could be positive, neutral or negative, some are short-lived whilst others are long-lasting. Identify organisational priorities arising from the factors or trends analysed. (AC 1.3)

Organisations can stay ahead of developments that could affect the business by routinely scanning the business environment (Waite *et al*, p.7). There are several analysis tools which aid in looking at internal and external factors. An organisations major external determinant (Political, Economic, Social, Technological, Legal and Environmental) can be examined through a PESTLE analysis (Battista, 2023).

Some of the major external factors affecting (HDUHB) currently include -

Social – Since the COVID-19 pandemic and cost of living crisis, the issue of health inequality has dramatically increased, affecting people from all ages and social categories in terms of health and access to healthcare. Due to this, there are now more health inequalities between communities, which has increased poverty and illness (NHS Confederation, 2023). In the latest annual report (HDUHB, 2023) shows that a third of the population are living in poverty and 59% of the population are overweight or obese.

Political - Brexit and COVID-19 are both contributing factors to health care workforce issues. We know that COVID-19 has severely impacted the NHS and increased demand for healthcare professionals, however with Brexit making it difficult to hire overseas workers (HDUHB) find itself in a vicious circle of trying to recruit and retain staff (Buchan, 2023). With overseas workers now having to apply for Sponsorship and Work permits before entering the

UK, the implications for the organisation include costly recruitment processes, due to delays and costly temporary fixes such as agency cover (BMJ, 2023).

Legal – More than ever, patients (or their families) who are dissatisfied with the kind of treatment they received are using litigation to try and seek justice (Bush, 2024). With a growing number of Clinical Negligence cases in HDUHB over the last few years, compensation costs alone have amounted to almost £1 Million (HDUHB, 2022). With lawsuits relating to healthcare rising in the UK, the trend appears to be continuing. Each NHS organisation will now incur significant costs as a result of having to pay for costly legal defences and various settlements (Bush, 2024).

These external factors have put an unprecedented strain on organisational Resources and finances. With budget limitations and increasing health needs, these issues are likely to have a long lasting impact. The immediate priority is focusing on a three-year plan which primarily focuses on COVID-19 response and recovery as well as providing a roadmap for service, workforce attraction and retention and financial sustainability (HDUHB, 2023).

When setting out its view on automation, AI and technology, the CIPD states, ‘Automation, artificial intelligence (AI) and other workplace technologies are bringing major changes to work and employment.’ Assess the scale of technology within organisations and how it impacts work. (AC 1.4)

The role technology plays cannot be underrated, by staying on top of technological advancements and trends is advantageous to not only profitability but to boost performance (LinkedIn, 2020). However, this has also brought to light other concerns, such as work-life balance, employee engagement, productivity and wellbeing (CIPD, 2020).

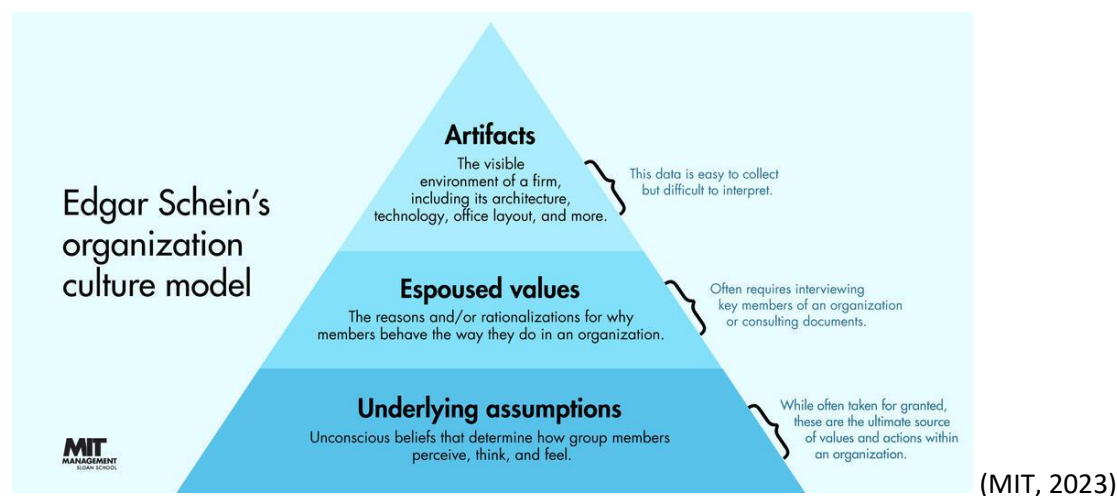
For example, virtual meetings and communication software. During the pandemic, there was a significant rise in collaborative software such as Microsoft Teams and Zoom. HDUHB had to quickly adapt to the digital world by working from home and holding meetings virtually. This was crucial in enabling the continuation of networking, business and communication (Waite *et al*, 2021). Virtual meetings provide several benefits, such as reduced expenses, ease of accessibility and flexibility. Furthermore, they can be more inclusive and have a lower carbon footprint by removing the need to travel (Surg, 2022). On the other hand, there are also drawbacks to meeting virtually. There may be a decreased in audience participation, more impersonal responses to questions and missed cues. Technical issues such as internet speeds can also pose issues. Not to mention the missed opportunity of networking and building relationships (Surg, 2022).

Another area of technological advancement would be Artificial Intelligence (AI), AI has become increasingly popular in the recruitment selection process due to its ability to analyse vast quantities of data quickly and automating the recruitment process. Forbes (2023) undertook an interview with Salesforce and summarised, by using AI, their recruitment team saved masses of time by removing the need to sift through over 2 million application forms last year. Large volumes of data were analysed by algorithms, which then determined which applicants best fit the job descriptions criteria. It also eliminated human bias and judgement, ensuring a fair process. On the contrary to this, if AI is used exclusively without any human input, it may analyse insufficient data and keep presenting candidates who are like one and another which could lead to a lack of diversity within the workforce (Indeed, 2022).

Following the pandemic its more important than ever for businesses to maximise their use of technology to promote productivity in the face of sever unpredictability and change. However, utilising new technologies without fully comprehending how they will affect the employee experience runs the danger of having unfavourable long-term effects on people and the organisation (CIPD, 2020).

Explain Edgar Schein's model of organisational culture and explain one theory or model which examines human behaviour. (AC 2.1)

Schein's concept recognises that culture is complex and multidimensional, impacted by a range of elements including history, leadership, and the surrounding environment. To help leaders build organisational culture, the model offers a framework for comprehending the layers of culture and how differing elements shape culture (MIT, 2023).



As shown in the model above Schein depicts 3 'levels' of culture.

The first level is Artifacts, this reflects what is visible, such as the environment and facilities, they might be difficult to interpret even though they are often clear to view. For example: you are observing an organisation and its organisational structure. Although it is immediately apparent, it is difficult to understand the deeper significance and the reasons why it is the way that it is (Management Study Guide, no date).

Values are more difficult to observe than artefacts; they are also known as espoused values. These are the organisation's accepted strategies, objectives, and principles. These are the rationales behind the organization's decisions and the causes behind the formation of a specific artefact (Minute Tools, 2022).

Underlying assumptions is the deepest layer of Schein's model. These presumptions are deeply held convictions and ideals that are frequently kept silent and taken for granted. They serve as the foundation of the company culture and influence people's attitudes, choices, and actions (Think Insights, 2022).

To truly understand culture, not only is it useful to utilise Schein's model but also to understand the human needs and behaviours, and how these impact culture.

Maslow's hierarchy of needs is one theory which summarises what motivates behaviour and what gives people a sense of fulfilment. It represents the five basic human desires that must be satisfied for a person to be happy. They are as follows:



Maslow's theory (1943) suggests that human needs are ranked, with certain needs being more important than others. He hypothesised that meeting the demands at the base of the pyramid is the foundation for meeting the desires further up. Maslow maintained that humans cannot genuinely thrive until all five needs are satisfied (West, 2022).

Maslow's hierarchy of needs can be satisfied by adjusting HR tactics, such as pay, benefits, job design, training, cultural development, and performance reviews (McLeod, 2023).

By using both models and theories to truly understand how to support a positive culture and fulfil employees, Leaders may actively shape and manage a culture to support their strategic goals and create a healthy work environment. Organisations can learn about the existing cultural dynamics by looking at the artefacts, behaviours, and professed ideals. Through targeted actions and initiatives, diagnosis supports in identifying strengths, issues, and areas to improve on (Think Insights, 2022).

Assess how people practices in your organisation (or one with which you are familiar) impact both on organisational culture and behaviour, drawing on examples to support your arguments. (AC 2.2)

The success of an organisation is greatly impacted by two concepts that are interlinked: organisational behaviour and culture. When these are combined, they have an impact on how employees communicate with each other, their motivation and how they operate as teams in the workplace (HR Shelf, 2023).

Since the pandemic HDUHB, has invested heavily within people professionals and Organisational Development, understanding that by engaging, motivating and investing in staff development is crucial to success (HDUHB, No date).

An example of this would be staff recognition, HDUHB has completely overhauled its recognition package in a bid to make staff feel valued and appreciated. CIPD (2020) suggests that recognising employees is mutually beneficial for the organisation and the individual. It boosts morale, lowers employee turnover, improves retention and boosts productivity and engagement. It's also an essential tool for becoming an attractive employer and promoting employer brand. The refreshed package includes long service awards at 5, 10, 25 & 40-years' service. Monthly Chairs commendation awards, in which the categories are linked to the health boards values (Compassion, collaboration and Innovation Awards), And annual staff awards – Hywel's Applause (HDUHB, 2023b).

In addition to recognising staff, Staff Voice is another key focus for people practitioners, pre-pandemic there were very little options for staff to speak up safely or raise concerns. Research suggests that when employees can express themselves freely and safely, they feel valued, they have increased job satisfaction and feel they have more engagement. Similarly, from an organisational perspective effective voice results in mutual trust, higher productivity and increased innovation (Peters, 2022). Staff now have several platforms in

which they can speak up, including a monthly board survey which provides a 'temperature check' on issues such as if they feel valued and recognised and if they feel they are being supported and developed within their roles. There is also an anonymous platform which allows staff to raise ideas or concerns anonymously (HDUHB, 2023c).

People practitioners are essentially the drivers when it comes to influencing behaviours and culture, by guiding ethical practices, creating inclusivity and diversity in the workplace and ensuring that everyone has a chance to succeed, feel heard and by building a culture of support and belonging (Waite et al, 2021. P. 30).

Peter Cheese, current CEO of CIPD asserts, 'People professionals are a vital function in supporting businesses to adapt to rapidly changing circumstances'. Explain two different models or theories to managing change. (AC 2.3)

A key responsibility of a people professional is managing change, being compassionate, showing integrity and supporting employees through the change process. To make it happen successfully, vision, leadership, openness, communication, and training are essential. (Waite et al, 2021 p.37).

According to Waite et al (2021 p.38) In order to implement change successfully, people professionals must identify any possible resistance and develop interventions to get individuals prepared to alter their mindsets and behaviours. Kurt Lewin's (1947) idea of "unfreeze-move-re-freeze" complements this approach by acknowledging that deeply ingrained habits and mindsets can be hard to break.

By recognising the three stages of change, organisations can plan the implementation of changes required. First instil the need for change (unfreeze). Encouraging good communication and giving individuals the confidence to accept new working practices (move). The process comes to an end (refreeze) when the organisation, has successfully implemented change and returns to a sense of stability, which is crucial for building the confidence needed to take on the next, inevitable change (MindTools, No date). The ice metaphor is used to illustrate the idea that successful change requires patience and time. It takes time for things to unfreeze and even longer for them to refreeze, allowing development of fresh practices to embed (Taylor and Woodhams, 2022 p.67).

Subsequent academics have expanded upon Lewin's concepts to create increasingly complex models of successful change management. For instance, Leaders frequently reference John Kotter's model as a helpful resource when organising and carrying out change in their businesses (Taylor and Woodhams, 2022 p.67).

He suggests that the following 8 steps are taken

1. Create a Sense of Urgency
2. Putting Together a Guiding Coalition
3. Developing Vision and Strategies
4. Communicating the Vision
5. Empower others to take action
6. Generate Short-Term Wins
7. Build on the Change
8. Make Change Stick

CIPD (2023) Summarises that the initial three stages, correspond to Lewin's unfreeze stage and address escalating urgency, assembling a leading team, and obtaining the appropriate vision. The next three phases are the engaging and enabling stage, which entails empowering action, generating short-term wins, and communicating to gain buy-in.

Although not every stage in Kotter's eight phases necessarily needs to be followed in order or in every circumstance, they do offer leaders and HR specialists a useful framework to operate within when beginning to plan change (Taylor and Woodhams, 2022).

A variety of models have been developed to explain how change is experienced. Discuss one model that explains how change is experienced. (AC 2.4)

Waite et al (2021) suggest that People's reactions to change vary depending on many factors. For instance, their background, attitude towards change, and personality traits. People may experience serious and detrimental effects from change, such as losing their job or having less money.

The Kubler-Ross Change curve model has been widely utilised by people and organisations to understand how people respond to major change or loss. The concept suggests that the emotions humans display during, loss, change, death or a traumatic experience are essentially the same (Elizabeth Kubler-Ross Foundation, 2024).

According to the change curve, there are a set of reactions that take place when change occurs, particularly when it happens suddenly (Waite *et al*, 2021 p.39).

The responses are displayed in order, along a curved line:

- Shock and Denial
- Anger
- Bargaining
- Depression
- Acceptance

As a people practitioner supporting individuals to work through each step is crucial to implementing the change and keeping it that way in the future. It cannot be expected, though, that every employee will go through the change curve at the same rate and in the same manner (CIPD, 2023). Although studies show that employees experiencing change go through each of these stages, it has also been suggested that the model is too linear. The reality is that employees may go back to previous stages of the change curve even after reaching later stages, as they do not always follow the curve in a straight line (CIPD, 2023).

Some of the benefits of using the model include:

Predictability: The model offers a framework that is predictable for people's responses to change, which can assist managers and other leaders in foreseeing and addressing the difficulties that arise with change.

Collaboration and communication can be aided by the model's common terms for talking about and comprehending the feelings that accompany transformation.

Empathy: By using the model to better understand employees who are having a hard time adjusting to change, managers and leaders will be able to provide more effective assistance and direction.

Some of the drawbacks include:

Simplification: The model is frequently criticised for oversimplifying the complex feelings that accompany change.

People can feel a variety of emotions that don't neatly fit into the model's five stages.

Linearity: Although the model assumes that people walk through the stages in a straight path, people may skip certain stages or move between them.

The CIPD's Health and wellbeing at work survey 2022 found, '*There is less management focus on health and wellbeing compared with the first year of the pandemic*', and goes on to remark that this is disappointing. Assess the importance of wellbeing at work and factors which impact wellbeing. (AC 2.5)

According to CIPD (2022), Promoting employee well-being benefits both the workforce and the organisation collectively. Encouraging well-being may reduce stress and foster a positive work culture allowing people and businesses to flourish. Promoting and encouraging health and wellbeing is an influential factor in employee engagement and organisational performance (Suff, 2023).

Mcintyre (2021) supports this theory by saying organisations that genuinely support employee mental health and wellness can reap benefits in terms of attracting and retaining talent as well as bringing out the best in people. In fact, across the economy, two-fifths (39%) of workers have reported a decline in their mental health due to their employer's failure to support their well-being during the Pandemic.

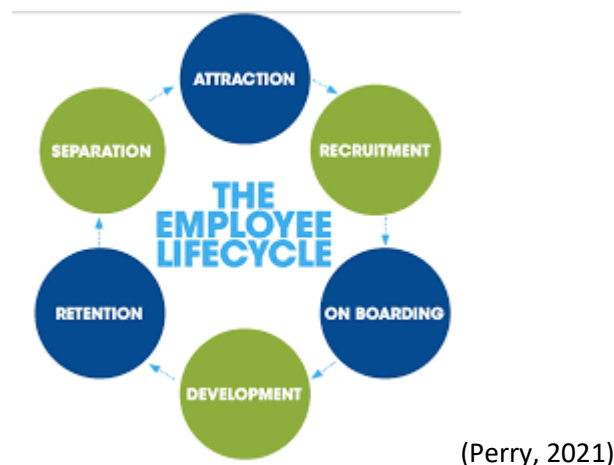
Taylor and Woodhams (2022 p.85) highlight physical and mental health as just two of the numerous concerns that are interconnected nowadays and have an impact on wellbeing at work but also at home. Frequently, one problem negatively impacts the other. For example, Stress at work has a detrimental effect on one's personal mental health and impacts relationships at home. Other difficulties which might have a detrimental impact on performance at work include debt, grief, and breakdowns of relationships. The lines separating work and home are becoming increasingly hazy due to technological advancements and a rise in remote working.

Thus, it is becoming evident that there is a business case for supporting and promoting health and wellbeing-related initiatives. Suff (2023) concludes that employers should make sure they have a comprehensive programme in place to support employees' mental and physical well-being, resources including occupational health services, counselling, and employee assistance programmes should be implemented where possible. It is imperative to educate line managers and ensure they receive continuous support required to assist their staff. This will enable them to engage in sensitive conversation with individuals and refer them to professionals when necessary.

People can thrive and realise their full potential in a healthy work environment. This involves creating an atmosphere that actively encourages fulfilment for the benefit of both the workforce and the company (Suff, 2023). Organisations gain financially from encouraging employees to have healthy lifestyles and providing support for any challenges they may be having in their personal lives. By Investing into workers' well-being results show improved performance and productivity, decreased sick leave, greater employee engagement, and increased resilience, which in turn increases profitability (Taylor and Woodhams, 2022 p.85-86).

The CIPD Profession Map states ‘People practices are the processes and approaches that we use across the employee lifecycle’. Discuss the links between the employee lifecycle and different people practice roles. (AC 3.1)

There are several stages to the employee lifecycle (depicted below), all which are interlinked. Practitioners may discover that they support employees through some or all the cycle (Waite et al, 2021. P.94).



For example, Attraction and Recruitment requires input from differing people professional roles. It is an integral part to the employee lifecycle as it the first impression an employee will get of the organisation and if it's done well will create a talent flow for the future (Taylor and Woodhams, 2022. P.90). According to Waite et al (2021 p.95) Employer Brand is attractive to future employees, a good way to create this would be to introduce starters surveys (at induction) and leavers surveys (at separation) to understand the reasons behind both an employee's attraction and departure from the organisation. It requires a multi-disciplinary approach including HR, recruitment, induction and Leadership all having a role to play in building a brand and making the organisation appealing to potential employees (Taylor and Woodhams, 2022. P.90).

At Recruitment and onboarding stage, a specialised recruitment team would be responsible for working closely alongside recruiting managers to undertake workforce planning, job analysis, advertising and ensuring Job Descriptions are reflective of the role. Taylor and Woodhams (2022.p.93) highlight that this is crucial for an organisation to draw in the correct kind of applicants by actively encouraging talented individuals to apply, by making it clear what is required, from them but also what can also be expected in return.

Learning and Development (L&D) is also an essential people practice role which impacts on most parts of the employee lifecycle.

For example, induction, according to Waite et al (2021.p98) how an employee is introduced into the organisation majorly affects how they perform and engage within their role. According to McCartney (2023) An effective induction should include, structure, systems, procedures, equality & diversity and inclusion, and information about strategy. This again requires input from specialist people professionals such as HR, Payroll and Organisational development. An effective induction and

onboarding process benefits both employer and employee by lowering absenteeism and turnover rates, increasing job satisfaction and employee commitment (McCartney, 2023).

To summarise, people professionals, play a critical part in creating and implementing policies, processes and procedures designed to enhance employee experience throughout all stages of the lifecycle. (Waite et al, 2021. P.94).

Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies. (AC 3.2)

According to Peters (2023) An effective business strategy is shaped by its workforce. Most organisations understand that creating sustained value requires people. Whilst an organisational strategy may influence individual HR Strategies, it would be oversimplified to say that strategic HR management just follows business strategy – both need to influence the other.

For example, within HDUHB The Workforce, Organisational Development & Education Strategy (WODES) (2020) was designed to support the delivery of the Health Boards overarching Health and Care Strategy 'A healthier Mid and West Wales' (HDUHB, 2020).

The WODES strategy (2020) highlights that staff are its biggest asset and have identified that investing in recruitment, retention, education and development are key components to achieving long term success and delivering 'future services which will provide excellence in patient care and meet user, carer and public expectations' (HDUHB, 2020)

Although there are various departments involved and each will have individual strategies, all will interlink and be working towards achieving the aims of the WODES strategy (2020) to ultimately ensure HDUHB can meet the needs of the Health and Care Strategy (HDUHB, 2020).

An important part of this would be workforce planning and understanding the organisations capabilities and capacity to deliver, recognising any skill gaps, or shortages within an organisation to forecast any needs for skills to progress (Peters, 2023).

Inclusive and Diverse Recruitment, onboarding and training are all examples of people practices that assist in bringing in and nurturing the talent required to meet organisational objectives (Taylor and Woodhams, 2022). These practices ensure that the right people are in place to deliver a robust, forward-thinking and sustainable service.

Culture and employee engagement are also essential components to organisational success, according to LinkedIn (2023) People practices such as employee engagement surveys, flexible working arrangements and health and wellbeing initiatives help create a positive workplace culture and engage employees, which ultimately drives productivity and business performance (Business Leadership Today, no date).

According to Waite *et al* (2021) Effective Performance management is another key component to success. People practices such as regular one to ones, appraisals, feedback and coaching methods all encourage employees to develop their skills and contribute to organisational success. Employees are more likely to succeed in fulfilling the organisations goals when performance management procedures align with the organisations people and business strategies (Waite *et al*, 2021. P.160)

To conclude, the main goal of the people practices, and HR function is ensuring that the HR strategy, people policies and practices are aligned to assist an organisation in delivering on its goals and overall strategy. By connecting these practices with the organization's wider goals, it helps to create a supportive and inclusive work environment that drives employee engagement and business performance. (Taylor and Woodhams, 2022a, P.42).

Discuss processes you have, or could use, for consulting and engaging with internal customers of the people function in order to understand their needs. (AC 3.3)

Internal customers and the priority of their needs can be identified through a stakeholder analysis (Taylor and Woodhams, 2022. P. 107). Senior management, board members, employees and trade union representatives are all examples of Internal customers. To effectively interact with these internal customers, practitioners need to have a thorough understanding of the social structure of the organisation they serve (Armstrong, 2020).

Practitioners can establish strategies and obtain insights into internal customer needs through a variety of techniques (Indeed, 2022).

- Individual interviews
- Focus Groups
- Staff Surveys
- Pulse Checks
- Engagement Surveys

Every approach provides various opportunities to learn about the employment experience straight from the source; with some sources being anonymous stakeholders are more likely to give an honest opinion (Peters, 2022). Taylor and Woodhams (2022) also highlight the importance of repeating these processes over time to evaluate how successful internal stakeholders feel the organisation has been in meeting their needs. The results from these activities can the inform decision making within individual departments in line with current strategies. The benefits of these approaches, allow a more pro-active, structured and evidence-based approach to demands as opposed to just blindly reacting to the latest 'crisis' (Taylor and Woodhams, 2022. P. 108).

Another approach to become integrated within an organisation and support its success via stakeholders is through business partnerships (BPs). By being involved in the business, BPS ensure their expertise is used to effectively influence positive change, implement employee development initiatives and cultivating strong bonds with all stakeholders (Coogan, 2023).

Consultation could also be another effective way to understand internal customers and their needs. A typical consultation model follows five or six steps (Wattendorf, 2018).

- Understand the business environment.
- Define internal customers and their needs.
- Create new solutions.
- Implement new solutions.
- Make change sustainable.
- Evaluate Impact

According to ACAS (2021) Good employment relations are aided by consultation as it involves stakeholders by listening to their needs and involving them in the decision-making process this makes employees and other stakeholders feel valued. It can result in more informed choices and raise the likelihood that staff member will understand and engage with the suggested improvements.

In conclusion, listening and understanding internal customers is crucial for organisations and value creation because it encourages collaboration, boosts performance, elevates employee happiness, encourages creativity and shapes organisational culture (Jacques, 2023).

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