

**Objective:**

To change the culture and behaviours in HMRC post merger, by encouraging creative and business focused innovative ideas from all levels, and to enable the change to actually happen.

**Approach:**

Staff were encouraged to create ideas with a robust business case and then were coached through the business planning, presentation, and project management. Internal HMRC staff were also trained to a level of professional accredited coaches.

**Results:**

Excellent buy in across the department, and some impressive innovative projects with some initiatives forecasting return on investment at over 200%.

**Feedback:**

Staff developed skills and abilities in new areas:

- Learning how to measure benefits and be more financially aware
- Understanding effective project management and developing collaborative ways of working
- Learning how to identify and manage stakeholders
- Preparing and developing effective presentations

*"I would like to thank MCW on behalf of the organisation (HMRC), the Board of Angels, and the Angels & Dragons team for the invaluable contribution in helping get the concept off the ground and more recently in developing it into a fully operational tool....the enthusiasm, drive and determination have been evident at every stage and will be much missed".* David Chilver HMRC Senior Civil Servant, SRO Angels & Dragons.

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