



Case Study – HM Revenue & Customs

OBJECTIVE:

To change the culture and behaviours in HMRC post the merger between Inland Revenue and Customs & Excise, by encouraging creative and business focused innovative ideas from all levels across the entire government department and to enable and allow the change to happen.

APPROACH:

Taking the venture capitalist model from the Television Programme “Dragons Den” staff were encouraged to come up with a defined business case for an idea and to get coached through the business planning, presentation to board for funding and eventual project management phases. Internal HMRC staff were also to be trained to a level to enable them to be professionally accredited coaches.

RESULTS:

Fantastic buy in across the department and some great innovative projects covering areas such as Environment, People, Process & Technology, with many initiatives forecasting returns on investment at over 200%, within only a few months.

FEEDBACK:

Working with the support of a trained and accredited business Coach has enabled staff to develop skills and abilities in new areas:

- learning how to measure benefits and become more financially aware
- understanding effective project management
- developing collaborative ways of working
- learning how to identify and manage stakeholders
- preparing and developing effective presentations
- gaining an understanding of the wider HMRC

“The process of preparing for the Board of Angels was an interesting and challenging experience. The coaches were excellent, providing invaluable help and support along the way. Despite my nerves I found the actual presentation to be an enjoyable experience.” Leif Knauff – HMRC Idea Proposer

“The whole Angels and Dragons process has been a thoroughly enjoyable experience. It has allowed me to broaden my horizons and open doors previously unattainable. I have developed new skills and furthered my own knowledge throughout the entire process.” Simon Campbell – HMRC Idea Proposer

“I feel like I made a difference to myself, the people I work with and customers of HMRC. I will be remembered for something – that I have been taken notice of”. Simon Legg HMRC Idea Proposer