



Gateway Housing Association

MGI Case Study



Journey to Gold and beyond!

MGI's inspiring and collaborative, long-term partnership has led Gateway on a journey of people development, helping managers and frontline teams live the company's values and achieve its goals and aspirations. We are proud to have contributed to Gateway's recent highly coveted **Investors In People Gold Accreditation** which reflects some of the key aspects of our work with Gateway in its comprehensive report.

About Gateway Housing

Gateway Housing is a long-established community-based housing association with 3,000 properties primarily in Tower Hamlets, East London. It is the largest provider of sheltered housing in Tower Hamlets and employs around 130 people.

Gateway's Purpose is to provide great homes and to support communities to thrive, and its Vision is that people will want to live in a Gateway home and that people will want to work at Gateway. Gateway's engaging Values are:

- Proud
- Ambitious
- Customer Excellence
- Enthusiastic

Known internally as 'The Gateway Way', these values underpin everything Gateway people think, feel, say and do every day when dealing with customers and each other, and are always at the heart of every MGI training programme we have implemented over the last five years. The Investors In People report stated that 'Living the organisation's values and behaviours' was one of the strongest performing indicators.

Working together

MGI has supported the Gateway HR team in their quest to ensure that people development supports the organisation's commitment to customer service excellence.

Jennifer Stevenson, Head of HR at Gateway explains more.

"It's essential that everything we deliver is consistent, bespoke and directly aligned to our strategic aims and corporate goals – so that PACE values are the golden thread running through everything we do, linking back and forth to the training of the past, present and future.

"MGI training is always interactive and engaging from beginning to end and everyone comes away with their own personal Action Plan that drives their personal development. Having a link to previous learning through refresher elements is so important; it gives context to the new learning while putting everything into practice. Each training programme evolves throughout the process; we look at what's going well and can work with Dave and the team at MGI to hone it and focus in on different principles as we go.



“With MGI it’s very much a constant learning experience and I know I can come to Dave with confidence. We reflect on what we’ve delivered previously and what we would expect to see being implemented. Then we look at how MGI can help us to reach our goals and what specific improvements are needed. It’s a collaborative method every time; we discuss the issue and how elements of the Toolkit can relate to it. For example, for customer complaints we talked through Glad > Sure > Sorry (MGI’s powerful tool for handling complaints and feedback) and broke it down into a workshop that helps our people to improve their overall complaint handling performance.

“We keep delegate numbers small and listen to our colleagues’ feedback because their input is essential for future planning and training. Every training course feels like a continuation, a journey. It’s a true collaboration.”

This collaboration has resulted in a variety of innovative training initiatives in response to specific needs as Gateway has sought to firmly position itself as a beacon of good practice and attainment in the social housing sector.

These include a series of tailored workshops focusing on skills such as performance management conversations, customer service excellence and wellbeing. All have combined over the years to empower Gateway people with the tools, resources, training and culture needed to thrive and succeed.

PACE-Setters – helping managers to thrive

Key to Gateway’s people development strategy was the implementation of PACE-Setters – Middle Management Development Programme, which is a sophisticated, proven initiative for always providing a service (and not a disservice) while building excellent relationships with anyone you wish to influence, connect, build rapport and engage with - including external and internal contacts, stakeholders and suppliers. We worked closely with Gateway to align the content to the organisational objectives of PACE – focusing on customer service, culture and living the values.

The programme was developed to understand the skills that complement existing expertise and training and provide excellent leadership so Gateway people can grow in confidence, take more ownership and responsibility, understand different management styles and prioritise their time most effectively. This enables them to role-model PACE values and behaviour, driving a high-performance culture that delivers happy, healthy and highly productive teams.

“It’s clear the PACE values are woven into the very fabric of the organisation and how it does things... People didn’t just talk about the values in terms of their own ways of working, but also described how the way in which they were led and managed reflected them.” **Gateway Investors In People Report**

MGI workshops combine the Gateway values and principles of the Mindset, Language & Actions Toolkit to help managers build resilience, prepare for future change and develop their confidence and capability to manage challenging situations and performance issues.



The programme brings together a variety of sophisticated MGI materials such as specialist, in-depth listening and questioning tools to connect, collaborate and build trusted relationships while maintaining the simple, powerful integrity and proof that whenever you use or apply any MGI tool, you can be certain of a positive outcome.

Feedback from participants:

“The coaching helped me to come out of my head and be present.”

“The colour modules have been very useful, in and out of work – especially with my family!”

“The listening skills helped me be a better interviewer.”

“I now understand my team better as a result of the colour modules.”

“MGI’s Middle Management Development Programme perfectly supports our focus on developing diverse, highly collaborative, optimistic and engaging leadership to inspire and empower colleagues. This is especially important during challenging times and when having difficult conversations. Positive role-modelling is key to supporting an organisational culture which values and develops its people.”
Jennifer Stevenson, Head of HR, Gateway Housing.

Proven steps to success – Investors In People Gold Accreditation

The incredible hard work and commitment of everyone at Gateway and its partners and stakeholders in people development has culminated in the prestigious Investors In People Gold Accreditation, of which every member of the team is extremely proud, as Jennifer explains.

“We are over the moon and MGI has made a significant contribution to the work that’s been done as a cohesive team to achieve Gold. The accreditation shows that we are investing in our people to improve customer service internally and externally, and also to support everyone’s health and wellbeing. It has elevated us as individuals, as an HR service and as an organisation, because Gold is not easy to achieve!

“Across Gateway we have a way of operating that’s firmly based on the Mindset, Language & Actions Toolkit which is deeply embedded into the organisation. The various tools and principles have been absorbed into our everyday language and culture. As recognised in the IIP report, our people do take ownership and responsibility, are solution-focused and optimistic. They listen to each other and work well together respecting other people’s views and feedback and they truly believe they make a difference.”

An ongoing partnership

2023 will see us deliver our next joint initiative to the entire organisation – A Change of PACE workshops which focus on customer service excellence, first time, every time. Aligning current training to the latest people development strategy, we are providing refresher training for all on the MGI tools, in particular Positive 1st Communication and an improved complaint handling process using MGI tools.



MGI is delighted to support Gateway's continued focus on learning and development, staff engagement and positive communication and behaviour by providing every person with the tools and resources they need to deliver excellent service in a positive, supportive, high-trust culture.

"I like the continuity that we have. MGI are really an extension of Gateway; we've got this sub-team that we work with and just collaborate with really well. Long may the journey continue – it's always fun, constructive and productive and we're enjoying it, we always do! It's great having something to look forward to and see where the organisation grows to next, and how MGI can help to get us there!"

Jennifer Stevenson, Head of HR, Gateway Housing.



To find out more about how we can help you to achieve your goals for successful, long-lasting training through our Mindset, Language & Actions Toolkit, or to book a chat with us, please contact us.

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