

## CASE STUDY

# Bridging the Gap Between Care and Commerce

How a leadership simulation helped Bupa's clinical and facilities managers understand the full picture.

### BUPA



## PROGRAMME CONTEXT

Bupa's clinical managers and facilities managers had completed a leadership and coaching intervention with Mantle. During the programme, a critical gap emerged: **clinical managers lacked understanding of how leadership decisions impact financial outcomes**, while facilities managers needed to appreciate the value people bring to the organisation. It became clear that an over-focus on financial metrics, without considering staff turnover, training, and culture, ironically undermines the very results they were trying to improve. A simulation was designed to bridge this gap.

*“Combining the two groups for the final four simulations produced outstanding results, creating a shared understanding across clinical and operational leadership.”*

- Cyan People & Mantle, Programme Reflection -

## THE SOLUTION

Cyan People partnered with Mantle to deliver a series of one-day educational and testing simulations every six to twelve months. Initially run as separate groups, the final four simulations combined clinical and facilities managers, with outstanding results.

### Simulation Approach

Separate clinical & facilities groups (initial)

Combined groups (final 4 simulations)

Every 6 - 12 months

One-day format

### Target Audience

Bupa Senior Managers

Clinical Managers

Facilities Managers

## MEASURABLE OUTCOMES

### Strategic & Financial Clarity

Improved financial metrics driven by clearer, more aligned and feasible strategic decisions.

### Intentional Recruitment

Recruitment decisions better matched organisational strategy, moving away from convenience-based hiring.

### Conflict Resolution

Conflicts resolved within set timeframes with reduced team friction using appropriate techniques.

### Environmental Adaptability

Leaders managed strategy adjustments in response to changing environmental and market conditions.

### Capability & Upskilling

More employees upskilled within time, learning preference, and budget constraints.

## THE IMPACT

The simulation created a powerful shift in perspective across Bupa's leadership community. By bringing clinical and facilities managers together, leaders developed a **shared understanding of how people decisions and financial outcomes are inseparable**. The programme gave managers the insight, language, and confidence to lead more holistically, balancing commercial rigour with genuine investment in their people.

*Cyan People worked with Mantle over a period of three years.*