Leading change successfully

How to bring your people along with change & align them behind the vision

PeopleInsight

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It's an understatement to say that universities are experiencing significant change.

Many HEIs are feeling squeezed by a combination of domestic pressure, growing international competition and an intensifying debate about the value of HE. All alongside the uncertainty of Brexit and the Augar review due imminently on the future of post-18 education.

The National Student Survey (NSS) and the Sunday Times league tables amongst others, add additional pressure for staff, leaving universities perpetually needing to prove their worth in an increasingly competitive marketplace.

It can be difficult for university leaders to implement change, be agile and shake the status quo. Changing fast risks us not bringing staff – whether academics or professional services along with us. Staff may become frustrated and cynical, asking 'What's in it for me?' not getting on board with the change wider agenda.

Yet engaged employees are associated with student satisfaction

Engage for Success[1] reported that university departments with upper quartile employee engagement receive on average 5% higher student satisfaction in comparison to those in the lower quartile.

So engaged staff – those on board with the university vision - is associated with fulfilled students. Leaders need to lead change successfully and engage their staff. Unfortunately, as demonstrated by People Insight's findings, there is a notable difference between the experiences in the private and public sector:

Question from People Insight's employee engagement survey database	Public sector benchmark	Private sector benchmark	Difference
Leaders provide a clear vision of the overall direction of the organisation	**48%** employees agree	**61%** employees agree	13 points
Leaders make an effort to listen to staff	**47%** employees agree	**56%** employees agree	9 points

Only 48% of public sector employees agree that leaders communicate and deliver an effective vision and strategy, compared to 61% in the private sector, a marked difference of 13%. Whilst neither score is outstanding, the private sector average masks significant variation.

This leads us to an important question: What can we learn from high scoring organisation in the private sector? How are they behaving and what are they doing to create change and engage employees?
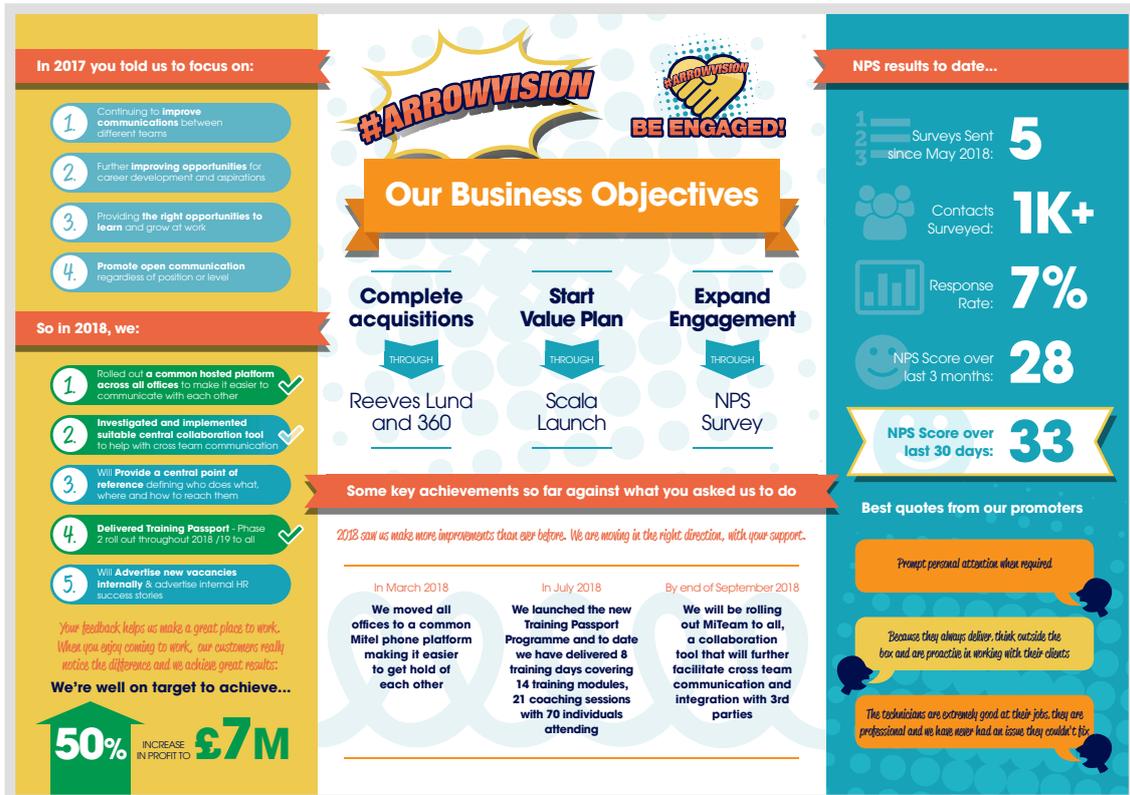
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Examples: How leaders implement change and engage their employees

Example 1: Arrow Communications

Arrow Communications' leadership and values of empowerment, collaboration and ownership have resulted in a strong culture with a dramatic impact on staff retention: a 76% reduction in employee turnover. Arrow's culture is not driven by a one-off programme with an endpoint. It's an attitude – "the way we do things".

Successful Strategies

- **Leadership.** The management team lead from the top, living and breathing the values of empowerment, collaboration and ownership with passion and belief. Every quarter, the company implements a 'Round Up' including a 3-minute unscripted talk from a leader and 27 minutes of unvetted questions from staff. This investment of time and transparency builds trust in and loyalty to Arrow and helps people share one common goal.

- **Involvement.** The launch of #ARROWVISION, a programme involving employees in a collaborative exercise to define how success could be increased in a variety of areas, has been the lynchpin of the company's success. Its an agile programme, engaging all staff with change and review. 81% of the ideas generated have been actioned to date.

- **Brand.** The #ARROWVISION brand was created to be something everyone can associate with – the pop-art visuals help to make it fun and appealing and the brand provides longevity.

- **Measure & act.** Arrow listens to staff via the "Be Engaged" employee survey ran by People Insight. Leaders make it a priority to own and deliver on action where there is room for improvement.

- **Communication.** Arrow provide regular feedback about what change they've made as a result of their survey via quarterly 'You said, we did' infographics provided by People Insight so everyone sees progress is on track.

- **Resources.** There's also an #ARROWVISION Hub - an online point of reference including all of the communications, tools and resources.

- **Workshops.** People Insight ran a 'Silo Busting' workshops with managers from across all sites, to understand the barriers to collaboration, develop solutions and commit to overcome them, which has changed behaviours.

Infographic 1 — Our Focus for 2018

In 2017 you told us to focus on:

1. Continuing to **improve communications** between different teams
2. Further **improving opportunities** for career development and aspirations
3. Providing **the right opportunities to learn** and grow at work
4. **Promote open communication** regardless of position or level

So in 2018, we:

1. Will roll out **a common hosted platform across all offices** to make it easier to communicate with each other
2. **Investigate a suitable central collaboration tool** to help with cross team communication
3. **Provide a central point of reference** defining who does what, where and how to reach them
4. **Training Passport** - Phase 2 roll out throughout 2018 /19 to all
5. **Advertise new vacancies internally** & advertise internal HR success stories

Your feedback helps us make a great place to work. When you enjoy coming to work, our customers really notice the difference.

In 2018, we will for the first time measure customer engagement

#ARROWVISION
BE ENGAGED!

Our Focus for 2018

Increase
"Communications are good between different teams"
TO
50%
currently **44%**

Increase
"I have the right opportunities to learn and grow at work"
TO
70%
currently **68%**

Increase
"My career development aspirations at Arrow are being met"
TO
60%
currently **52%**

A Year of improvements at Arrow

2017 saw us make more improvements than ever before. We are moving in the right direction, with your support.

Biggest improvements since 2017

- **75%** 16% — In the last month, I have received thanks or praise for doing good work
- **52%** 11% — My career development aspirations at Arrow are being met
- **68%** 8% — I have the right opportunities to learn and grow at work
- **82%** 5% — I feel empowered to do my job
- **72%** 5% — People help and support each other here through collaboration

Biggest declines since 2017

- **82%** 6% — I know how well Arrow is doing against its aims
- **76%** 5% — Arrow does enough to support my health and wellbeing at work
- **86%** 4% — Arrow is committed to doing high quality work

Who feels empowered to do their job?

%	Team
100%	Billing & Commercial
82%	Engineering
92%	Finance
86%	Fixed Faults
70%	London Pulse
73%	London Worksmart
100%	Marketing
78%	Mobile Operations
86%	Operations
83%	Products
82%	Sales North / New Business
50%	Sales South

Best thing about working at Arrow...
"People"

One thing you would change at Arrow...
"Communication"

Infographic 2 — Our Business Objectives

In 2017 you told us to focus on:

1. Continuing to **improve communications** between different teams
2. Further **improving opportunities** for career development and aspirations
3. Providing **the right opportunities to learn** and grow at work
4. **Promote open communication** regardless of position or level

So in 2018, we:

1. Rolled out **a common hosted platform across all offices** to make it easier to communicate with each other ✓
2. **Investigated and implemented suitable central collaboration tool** to help with cross team communication ✓
3. Will **Provide a central point of reference** defining who does what, where and how to reach them
4. **Delivered Training Passport** - Phase 2 roll out throughout 2018 /19 to all ✓
5. Will **Advertise new vacancies internally** & advertise internal HR success stories

Your feedback helps us make a great place to work. When you enjoy coming to work, our customers really notice the difference and we achieve great results:.

We're well on target to achieve...

50% INCREASE IN PROFIT TO **£7M**

#ARROWVISION
BE ENGAGED!

Our Business Objectives

Complete acquisitions
THROUGH
Reeves Lund and 360

Start Value Plan
THROUGH
Scala Launch

Expand Engagement
THROUGH
NPS Survey

Some key achievements so far against what you asked us to do

2018 saw us make more improvements than ever before. We are moving in the right direction, with your support.

In March 2018
We moved all offices to a common Mitel phone platform making it easier to get hold of each other

In July 2018
We launched the new Training Passport Programme and to date we have delivered 8 training days covering 14 training modules, 21 coaching sessions with 70 individuals attending

By end of September 2018
We will be rolling out MiTeam to all, a collaboration tool that will further facilitate cross team communication and integration with 3rd parties

NPS results to date...

Surveys Sent since May 2018: **5**

Contacts Surveyed: **1K+**

Response Rate: **7%**

NPS Score over last 3 months: **28**

NPS Score over last 30 days: **33**

Best quotes from our promoters

Prompt personal attention when required

Because they always deliver, think outside the box and are proactive in working with their clients

The technicians are extremely good at their jobs, they are professional and we have never had an issue they couldn't fix

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Regular feedback about what change Arrow has made as a result of their survey via quarterly 'You said, we did' infographics provided by People Insight

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Example 1: Sturrock and Robson

Sturrock and Robson implemented an impressive engagement and cultural change programme with an incredible personal touch, which gave a voice to people whose valuable views had never been heard before and achieved great results.

Successful Strategies

- **Sincere, committed leadership.** The change programme was led from the top, with 100% commitment to seeing through change .

- **Real resource investment is required.** Countless workshops were impactful and successful – but required significant time and effort.

- **Get in front of your people.** Ensure there is a 'face of the programme' to get amongst your people and create personal, meaningful interactions. Both during the initial roll out, and at follow up visits.

- **Be humble and sincere.** Listen to feedback with humility. Acknowledge past shortcomings, individual input and show you have acted.

- **Communicate consistently** about why you are doing it and what you are doing as a result of your programme, to ensure that your people know what's happening and feel they've had an impact.

Amalie and colleagues on the Have Your Say tour at Pandrol SA

Effective leadership through change is a combination of behaviour and action

The above examples show a mix of behaviour – how leaders have done things, and actions – what they have done. It's a combination of these that helps achieve success. **In summary:**

Behaviour

01. **Leaders must lead with genuine passion.** Develop a clear vision – that you really, really believe in. Only then will you be motivated to strive to achieve it and be able to motivate others.

02. **Live the vision and values consistently.** Staff need to see you and your leadership team displaying the values and hear you talking about them frequently if they are going to buy into the process.

03. **Earn trust through being frank.** For staff to believe in the vision, they need to believe in the person promoting it. Be honest, admitting where things have failed, what a challenge the change is and committing to improvement is a sign of strength, not weakness.

04. **Be present.** Get amongst your people. Listen. Invite their views and opinions. Don't hide in an office or behind a hierarchy. Be human.

05. **Collaborate.** You can't achieve change by yourself – but change needs a clear leader. Invite in staff – academic and professional, students and other stakeholders.

06. **Have stamina.** Embedding change takes time, patience, determination and an unfailing belief in the process.

Actions

07. **Investigation.** Does your culture help you achieve the change you want? Have you the values and behaviours in place to help you achieve your vision?

08. **Employee surveys, focus groups or other listening activities.** Make sure your people have the opportunity to tell you what they think of the changes and make suggestions, so you can adapt and improve where necessary.

09. **Do what you've said you'll do.** Employees don't get survey fatigue, they get lack of action fatigue. So take an agile approach; start small, make changes that are visible and tangible first, then communicate milestones on the way to bigger goals.

10. **Communication.** It's really easy to have poor communication undermine your change efforts. Tell people what you are going to change, why, and then celebrate when you have done it. Repeat through multiple channels - posters, staff meetings, intranet, newsletters are crucial to keeping information at the forefront.

People**i**nsight

What People Insight can do to help

At People Insight, we design and deliver survey programmes throughout the employee lifecycle. But delivering insights is just the start; our focus is on helping you generate action. Our facilitated sessions, toolkits and support help leaders, managers and colleagues drive behavioural change.

Get in touch if you'd like to talk to us about:

- **Developing values & behavioural frameworks** to help you drive change.

- **Baseline, repeat and pulse survey programmes** to measure the progress of your change implementation.

- **Communications to help you share progress and action** in a compelling, sharable way.

We'd love to talk

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