

Case study

Over Achievement of 73%

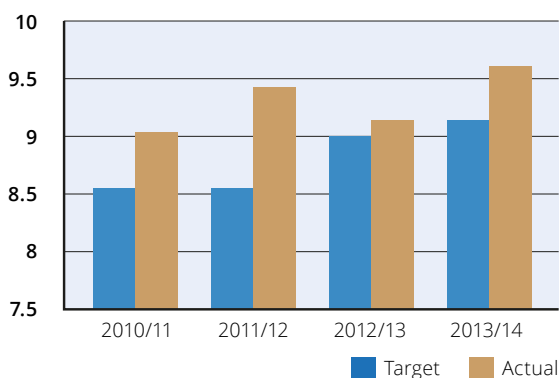


Introduction

While it might be difficult to attribute financial success to a specific people initiative, studies consistently show that organisations with engaged, happy staff, financially outperform those with disengaged employees.

Since introducing An Even Better Place to Work four years ago, Safe-Move (part of Yorkshire Water) has seen its absenteeism and attrition rates improve. There has also been measurable improvement to productivity response times and customer satisfaction levels. In the 4 year period, the Safe Move bottom line has over-performed by 73% above target.

Customer Satisfaction

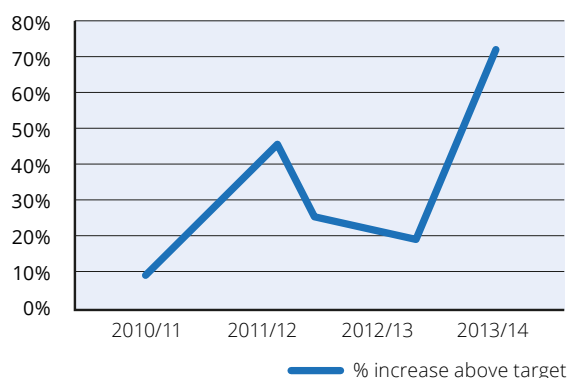


Yorkshire Water strives for continuing improvement in every area of its business; part of which is to ensure they create an even better place to work, where engagement is high, rewards balanced, absenteeism kept to a minimum while tenure and performance are maximised.

After attending a series of training programmes where Shay McConnon was a guest keynote speaker, his enthusiasm and passion motivated us to invite him to

our team's 'business plan event,' where the benefits and appropriateness of An Even Better Place to Work were explored and discussed. From there our rewarding journey with the BP2W solution began.

Contribution = % increase above target

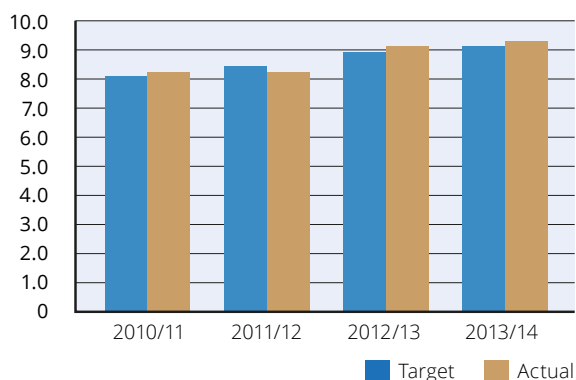


Our Approach

As a management team we understood that 'you get what you measure', so, although we were not getting a concerning score in our feedback process, we understand that the world of work is increasingly complex. This complexity is changing the face of leadership, culture and the engagement of people and is going to change more rapidly over the coming 5 to 10 years.

We understood that it will be critical to 'individualise' the understanding of our people's needs and motivations; moving away from the more traditional command and control paradigm of 'universalising' needs; which is no longer effective in the new economy.

Safe-Move Team Satisfaction



We also realised that An Even Better Place to Work necessitates strong personal leadership and ownership from everyone; moving away from the culture of 'it is the management's responsibility to fix things', to 'what am I going to do about it?' We felt it was important to provide our people the tools to make this shift happen, support collaboration and help build rewarding relationships both inside outside the organisation.

The other element of continual improvement we were keen to address is, shift the focus onto things that are 'good' and doing more of those things as a consequence, as opposed to the negative 'industrial' approach.

The Results

The An Even Better Place to Work approach was seen

as a solution that enables us achieve many of these objectives and we decided to run a six month pilot.

We quickly realised the benefits and potential of implementing it across a wider and more diverse audience. The An Even Better Place to Work programme has helped us to be more open and have conversations with our colleagues rather than moan about them. This has resulted in a happier, more relaxed atmosphere and people taking more ownership for their issues. The management team are spending less time on people and relationships, freeing them to concentrate on more strategic issues.

Not only did the quality of work life improve but so did our productivity resulting in an over achievement on contribution of 73%.



Vicky Farrell - Team Leader

"An even better place to work has provided me and my team with the tools to measure where we are and more importantly how

we move forward. The tool kits create a safe environment to talk about how we feel and assist each other in addressing any problems that are impacting on our working life. Over time the culture of ownership and accountability has grown to a point where the needs of each other are understood and respected and allow room to create solutions where needed. From a time management perspective I find that my team work better with me and each other with less moaning about what doesn't work but instead talking about what could work!"



Melody Thwaite- Senior Advisor

"An even better place to work has done wonders for me personally inside and outside of work. I think it is a great

programme to have managed, open and honest conversations with your colleagues and understand what really matters to them and yourself. I love the fact that people have to take ownership on the issues/problems that arise and make goals to resolve them. In my team, we have played all the games more than once, we have now tried to put a different slant on it to make our own games up to incorporate with the programme. This has been really useful and we are now concentrating on going round different groups to interact and to see where we can help them."



Angela Kay - Safe-Move Advisor

"Since our team started a better place to work we have come a long way. We take our Satisfaction@Work indicator every 3

months and in our groups we discuss our areas of concern and are now comfortable at accepting feedback from one another about any issues we may have whether positive and negative. The programme has helped us all understand different personalities in our team e.g. one team member may not like receiving positive feedback but another may rely on positive feedback for motivation.

Through feedback from a colleague regarding me lacking confidence in certain areas, the team shared their views and with the An even better place to work programme I had to decide 'do I stay like this?' or 'do I choose to do something about it?' I decided to do something positive and put myself forward to help with planning the main event of the year at work and my confidence is much better when dealing with both internal and external customers. I now feel ready to take on more challenges.

It took a while for our team to get used to An even better place to work but we all agree it has helped us come a long way!"

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