



# Building Exceptional Business Culture: The 2019 Case Studies



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## Learn & Network at Business Culture Events in 2019



We invite you to join us at events running throughout 2019 to hear more about strategies and programmes winning organisations have put in place to build exceptional workplace culture for their people.

These are likely to be focused on one of your strategic priorities; for example creating a more diverse & inclusive culture, or enacting a successful digital transformation. Learn, get inspired, and take away practical insights to inform your own approach. Network with practitioners who have delivered winning initiatives, as well as those at an earlier stage of their journey.



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# Overall Winner and Winners of the Innovation category gunnercooke



Before establishing ground-breaking law firm gunnercooke in 2010, founders Darryl Cooke and Sarah Goulbourne met with over 50 CEOs and Financial Directors to gauge exactly what was missing from legal services. The top two answers by far were that clients wanted service delivered by experienced, expert lawyers, and much greater certainty on pricing – and these 2 pillars became the foundation of their working culture.

*When lawyers are happy, healthy and in control of their workload, they offer exceptional service*

gunnercooke's ambition to transform the legal industry began with flattening the traditional hierarchy often seen in UK law firms. They introduced a golden rule that every gunnercooke lawyer must have at least 10,000 hours in practice. They also decided that all partners ought to have more direct financial benefit from their work, retaining 70% of fees generated from a client fee. The fee-share model allows lawyers more control over their income, whilst they develop business acumen and understanding of their clients' commercial needs.

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# gunnercooke

Business Culture  
Awards 2019  
Overall Winner



This is supported by 'The Development Office', which delivers business courses through a combination of face-to-face and online learning sessions on topics from pricing and negotiation to emotional wellbeing and resilience.

Darryl and Sarah ripped up the standard timesheet system, replacing it with complete transparency on fixed fees. And whilst they currently have two offices based in London and Manchester, they encourage partners to work flexibly from any location that benefits their clients or themselves. To this end, they created a bespoke, purpose-built online platform to assist with the need to access secure documents from anywhere; allowing partners to manage client relationships, store confidential information safely and securely, and collaborate on legal documents from separate locations. Technology also underpins their internal communications strategy, including their 'Meet the Team' video campaign introducing new partners to the firm.



In addition to their unique business model, gunnercooke also runs a non-profit social business called Inspire, which connects smaller charities with the funding they need to realise their mission. Recognising the enormous inequality between the top third sector brands and the grassroots projects set up to make a difference in local areas, gunnercooke reached out to a handful of charities across Greater Manchester, assigning an experienced business mentor to each. These business leaders work with the charity executives on their vision, business plan, funding and strategy. The Inspire mission also involves regular networking events and the 'Hub' concept; 5-10 charities from non-competing social causes meeting monthly to facilitate peer-to-peer mentoring and shared problem solving.

*gunnercooke's ambition to transform the legal industry*

In the past year alone, the firm has seen revenue increase 20% and is on track to achieve turnover of £25m this year. They welcome 30 new partners annually, testament to the number of senior lawyers in the UK seeking freedom in their work-life balance. They are the only firm in the UK actively using NPS (+84) as a KPI.

gunnercooke prove that when employees are happy, healthy and in control of their workload, they offer an exceptional level of service.



## innocent drinks

innocent drinks started selling smoothies in London back in 1999 and has successfully grown to sell a whole range of healthy, tasty and nutritious drinks across Europe. They have always prided themselves on building a strong culture by placing people at the forefront and therefore having a compelling employer brand. However, a closer look at engagement and attrition data in 2015 indicated a need for improvement in career progression, manager capability and talent development.

To address these three key areas a programme called Your Future was developed in collaboration with the business. From previously having no formal career development frameworks in place, they created principles of navigating a career at innocent, tools to support career planning and provided opportunities for internal skills development. The content was delivered through group sessions to allow for open discussion and sharing of learning. A global mobility policy and company-wide mentoring initiatives were also put in place to support career progression.



### *A visible culture shift in how people perceive career development, talent management and progression within innocent*

Managers received training focused on their capability to support open career conversations, use coaching techniques and navigate tricky conversations. In addition, leadership teams were upskilled in identifying talent using new tools and a Talent Forum was created to promote collaboration across teams. With the full support of the Board team, the programme was rolled out in 4 countries to 300 employees over the course of 12 months.

This initiative has delivered tangible outcomes alongside a visible culture shift in how people perceive career development, talent management and progression within innocent. Following the launch in Year 1, they received strong adoption levels from the business resulting in 40% of internal vacancies filled by their own people, many of which were cross-functional moves and over time even became cross-European. The impact has also been seen through reduced attrition levels and an increase in specific people engagement measures. Your Future is now firmly embedded into the innocent business.

## Dreams

Founded in 1985, Dreams is the most profitable and recommended bed company in the industry, with over 1,900 UK employees. In 2013, the company neared the brink of collapse, and later that year a new CEO was appointed, tasked with breathing new life into the business. An intensive drive was needed to build a high-performance culture upon which the value of all other changes would be realised.

### *Building a high-performance culture upon which the value of all other changes would be realised*

HRD Linda Meade began employing the Denison Organisational Culture Survey (DOCS) in 2014, the results of which verified a pervasive negative culture and disengaged workforce. To determine the root cause, a series of 'One Team One Dreams' workshops were held for colleagues to openly speak about their concerns. These revealed a severe lack of communication across the business.

To address this, regular roadshows; quarterly listening forums; Monday briefings at Bedquarters; and an annual conference were introduced. These events allow the Executive team to update the business whilst colleagues can speak candidly about challenges. The calendar is packed with communication-focused events, including closing shops for a day in December to meet

and ensure strategic alignment for the upcoming trading period.

Additionally, the 'Hub' employee app was introduced, through which members of the Executive team broadcast a weekly update on trading and recognise brilliant service. People can also submit questions and contact colleagues, with senior leaders highly accessible to all.



By systematically reinvigorating every aspect of the business, employees have become increasingly aligned and engaged, achieving incredible scores in the areas of adaptability, involvement, mission and consistency on the DOCS. In conjunction, profits have risen significantly to £44m from losses of £3.6m.

By diminishing perceptions of a faceless and inaccessible management team and focusing on the needs of their people, Dreams were able to bring the business from the brink of collapse to great success.

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## Sky Betting & Gaming

Sky Betting & Gaming (SBG) set an ambitious goal: to become a betting company that places social impact above commercial gain, and lead the industry in a company-wide, consumer-facing Responsible Gambling (RG) campaign.

*A betting company that places social impact above commercial gain*

It was evident that to build pride amongst their people, SBG needed to take a strong position in an industry that tends to do 'just enough.' This began with the category's first full paid-media campaign dedicated solely to RG. It contained no call-to-action; just Sky Sports' Jeff Stelling reminding the public and industry that betting should enhance, not impede, enjoyment of sport. Put simply, SBG became the first betting brand in history to dedicate media spend solely to asking customers to gamble less.

TV ads were broadcasted at the biggest games of the season, alongside an internal launch screening for colleagues. SBG's EFL sponsorship included print ads in every match day programme, and RG badges for players at the EFL Play-Offs. This was supplemented by the promotion of self-help tools—including deposit limits, cool off periods and self-exclusion—through social media, bespoke product development, and Soccer Saturday presenters.

SBG's CEO Richard Flint developed a four-point plan to reduce gambling harm involving increased customer monitoring, accessibility of self-help tools, interaction, and intervention. Richard spoke at one of the world's biggest gambling conferences to call for collaborative industry efforts.

Post-campaign, 39% of customers see SBG as leaders in delivering an RG message; 'cool off period' customer usage increased by 105%; 'deposit limit' customer usage increased by 20%; and 'self-exclusion' nearly halved, suggesting improved limit awareness. Internally, the business leadership team has seen greater focus on RG work, with dedicated projects being taken forward with academic partnerships.

By placing social responsibility before commercial gain, Sky Betting & Gaming are transforming the industry into a safer, more enjoyable space for all.



## Patron Capital

Patron Capital is a pan-European investor established in 1999. Patron's Founder and Managing Director, Keith Breslauer, strives to put corporate social responsibility at the heart of the business. Patron's CSR work has evolved into the Patron Charitable Initiatives (PCI), the vision for which is to demonstrate appreciation for those who help preserve our freedom and lives; and to create initiatives that have a multiplier effect, reaching areas of society where support is needed most.

Through the PCI, Patron makes the entirety of its resources as a successful commercial business available for charitable good, offering up everything from office space to business contacts. Patron's office space is used by the Prince's Teaching Institute (PTI), Whiz Kids, Young Enterprise, the Royal Marines Charity (RMC) and Rock2Recovery. Patron also donates more than £750,000 of its own money each year to various causes. For example, it sponsored amputee rowers on a trans-Atlantic journey, leading to more than £25,000 being raised for fellow injured service personnel.



By participating in extreme charity challenges, Patron drives huge support for the causes it supports. For instance, Patron supported the Royal Marines' RM1664 through sponsorship and spreading awareness amongst other business leaders, resulting in £330,000 raised.

*Reaching areas of society where support is needed most*

Patron leverages its business expertise in aid of charitable organisations. For example, through its partnership with the RMC, Patron helps injured service people into civilian employment through mentoring, internships and introductions. Since 2010, the value of Patron's fundraising efforts and in-kind donations exceeds £3m. However, whilst metrics like money raised are monitored, Patron prides itself on individual success stories. For example, thanks to Patron's continuing support, since 2007, the PTI has reached more than 16,000 teachers; developed 14 subject programmes; provided over 1,300 days of teacher training; and got 1,700 schools involved, to the benefit of over 1.25m children.

In establishing the PCI, Patron has moved beyond CSR, acting as a partner to charities and individuals at a personal level.



## Jaguar Land Rover + t-three

Jaguar Land Rover (JLR) is the UK's largest car manufacturer, taking British ingenuity, craftsmanship and innovation to markets around the world. In 2016, JLR established that internationally they wanted their people to experience a consistent approach from their line managers, with a priority on honest communication and a focus on developing people.

*A consistent, high-quality approach to line management on a global scale*

To create a consistent, high-quality approach to line management on a global scale, they introduced the groundbreaking and first truly international 'Great Line Manager' programme (GLM) in partnership with t-three Consulting. It was designed to give 4,500 line managers the tools and techniques to help them make a real impact and provide them with the confidence to drive performance.

Online surveys, strategic interviews and focus groups were used to gather input from all levels of the organisation. This highlighted a need for managers to build trust and delegate effectively, as well as role model the JLR 'Customer First Principles.' Key elements of the programme included an online toolkit; a 'Super Skills' programme to upskill line managers in key behavioural areas; and an app to promote knowledge sharing, connection and discussion. The Super Skills programme involves

three highly reflective and practical face-to-face events focusing on the core behavioural skills that aid performance as a line manager, such as use of t-three's online 'truth-teller' tool.

With t-three Consulting, GLM was delivered across 17 countries around the world including Australia, Russia and South Africa. It has been extremely well received – 63% of users were active on the app, 98.5% positively agreed they would recommend the programme, and participants revealed a significant increase in self-awareness and confidence in their management skills thanks to GLM.

Through the Great Line Manager programme, JLR were able to mature the business to reflect their scale and complexity, as well affect a shift in core capabilities.



## John West Foods

With 100 employees across various locations, John West Foods recognise that a consistent approach to 'Crew member' development is imperative to their success. Two major initiatives help them deliver this goal.

The JW Controller group is a team of 12 cross-functional department heads providing a succession pipeline for the Exec team. A suite of workshops and training to support the development of group members includes: the Dale Carnegie leadership programme, designed to create a 'common and strong management culture'; 'Future proofing John West Leaders', a day-long business simulation exercise; and behavioural aspects of situational leadership.

*Building engagement, focus and resiliency at every level in the business*

Through active engagement in strategic business projects in collaboration with the JW Exec team, the group members have grown in confidence and capability with one member moving onto the Exec team as part of the succession planning process and another taking a global role with their parent company, Thai Union.

Recognising the need to support the wider JW Crew, they also created the John West Academy to foster a culture of excellence and a Crew who are business and brand ambassadors.

Comprising six modules, the Academy is designed to improve knowledge and expertise of the industry sector and, ultimately, to improve external customer service. The course content is written and delivered by existing Crew members from relevant business functions.

**Are you ready to take your place in the John West Academy?**



In 2017 they created the first Level 2 module in partnership with WWF who also delivered the workshops to which all Crew members were invited. Since then, John West have continued to build online learning modules and further develop Level 2 to form an integral part of the on-boarding process.

Linda Mountford, TUE Northern Europe Commercial HR Director, says "Our Crew is our greatest asset. I am delighted that these development programmes are genuinely building engagement, focus and resiliency at every level in the business."

## TIPi Group

Independent agency network TIPi Group was established to stand out from the crowd in an age dominated by huge networks with weighty client rosters and huge pools of staff. In order to succeed, they needed to be innovative to attract the best talent.



Since launching performance marketing agency ROAST, TIPi Group went on to introduce their digital creative arm Kitty, as well as their dynamic Voice Experience agency Rabbit & Pork. TIPi Group also launched The Market – offering brands light touch digital performance solutions. Despite having multiple agencies with different specialisms, their values underpin a shared ethos and way of thinking; Collaboration, Purpose, Restless Minds and Authenticity. Entrepreneurial spirit and independence have been key in shaping the agency's culture from the very beginning.

Beyond duvet days and beer fridges, TIPi Group wanted to make a real difference, providing a better working culture for their staff. They established a house system, much like Hogwarts; to encourage team spirit, comradeship and collaboration. Their social committee,

run by representatives from each house, organise regular social events including competitions; which are hugely anticipated and have evidently contributed to a friendly closeknit team.

Outside of the house system, TIPi Group also have a network of mentors who work with individuals to map career ambitions and act as an additional layer of support. Staff are also required to embark on a 360-degree training programme upon joining the agency.

TIPi Group has grown healthily over the last four years from 5 to 55+ employees. They encourage a flat hierarchical structure that places staff satisfaction at the heart of their culture. Testament to this can be seen when last year over half of the company took a work holiday together to Portugal; a trip that more importantly – the team chose to fund themselves. Time and money as we know are hugely precious commodities. Stories like these are rarely heard of in other agencies; especially where work-life balance is still a huge bone of contention.

*The catalyst for success has been a happy and motivated workforce*

This talent-first approach has enabled an exceptionally high staff retention; and a stellar client portfolio across a range of sectors. The catalyst for success has been a happy and motivated workforce. This passion and talent at TIPi Group continues to shine bright, you could say arguably - *even brighter than agencies with decades of legacy.*



# AEGIS

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## Capgemini UK

Capgemini UK is the UK entity of one of the world's global leaders in consulting, technology services and digital transformation, with over 8,000 employees. Within a male-dominated industry, Capgemini's female population of 27% exceeds the industry norm, yet faces a challenge in the increasing war for talent. To ensure the organisation attracts and retains candidates from diverse talent pools, where they feel valued and empowered, Capgemini embarked on a culture and mindset change: Active Inclusion.

*A culture in which everyone feels included, respected and able to be their best selves at work.*

Led from the top, Capgemini launched Active Inclusion in 2016 – a change programme deliberately named to engage team members on the topic of inclusion and inspire them to act inclusively. Team members were engaged through an anonymous inclusion survey, shaping the initial strategy, focus areas and vision. Beginning with inclusive leadership and unconscious bias training, Capgemini's leaders also take personal accountability for diversity, equality, and inclusion, with individual objectives, business area action plans and a diversity index.

The Return@Capgemini programme was launched to address the challenges faced by talented professionals returning from extended career breaks. Capgemini's OUTfront employee network held their first LGBT+ and Allies conference with a client in 2017 to examine ways to increase LGBT+ inclusion. Campaigns illuminating key issues, alongside a video campaign to open employees' eyes to life in others' shoes, have contributed to a workplace culture in which sensitive topics can be discussed openly. They also launched a disability and carers network, upskilled HR teams on mental health, and trained 100+ Mental Health Champions.



In their second Active Inclusion survey, 90% of respondents said they'd recommend Capgemini as a place to work, and 67% agreed that people at Capgemini take responsibility for building a diverse and inclusive culture. Capgemini's Active Inclusion is a long-term, sustained commitment to fostering a culture in which everyone feels included, respected and able to be their best selves at work.

## Harvey Nash

Recruitment and leadership services company Harvey Nash has been on a 10-year journey to develop a culture of diversity and inclusion.

In 2017, a team of leadership consultants, internal D&I specialists and recruitment consultants across the country volunteered their time to launch an initiative called Inclusion360 promoting D&I excellence in Attraction, Selection and Onboarding. Their 360° approach facilitates knowledge sharing, raising awareness internally and embedding good practice in recruiting and developing Harvey Nash's own talent.

Inclusion360 promotes a community where recruitment consultants and clients can collaborate, share knowledge and encourage best practice in a series of workshops and seminars. The programme aimed to develop a user-friendly guide for consultants and clients in Attraction, Selection and Onboarding; establish a network for continued innovation; and to achieve collective objectives around diversity and inclusion.



Over the past 6 months, 7 workshops were delivered across the UK on each of the topics of Attraction, Selection and Onboarding. Over 100 employers took part in these discussions, establishing local networks with over 50% returning to learn and share their experience.

*At Harvey Nash, diversity and inclusion has moved from HR policy to daily conversation*

Internally, workshops have been used to capture best practice and stories to share through blogs and 'how to' guidebooks. Harvey Nash have partnered with Evenbreak (a job board helping talented disabled candidates and inclusive employers to find each other) to widen their internal diversity; and implemented AI software company Textio to remove gender-biased language from their job descriptions. Whilst all employees had mandatory unconscious bias training, the application of this knowledge has best been achieved through embedding the learning in their daily practice.

At Harvey Nash, diversity and inclusion has moved from HR policy to daily conversation, with new ideas and activities constantly emerging. Externally, the organisation is optimally positioned to have a positive lasting effect with their clients by adopting fair, evidence-based recruitment and selection processes.

## Barclays Internal Audit

Barclays Internal Audit (BIA), part of Barclays Bank, underwent a transformation of their approach to learning when they realised in 2010 they were spending around half of their L&D budget on external coaches. They needed to harness the technical excellence of their own colleagues and enhance the skills of their line manager population through a coaching and mentoring mentality.

*Enhancing the skills of their line manager population through a coaching and mentoring mentality.*

The L&D team began by partnering with the ILM to build an in-house coaching accreditation programme which would provide knowledge and skills to a select group of internal audit managers to form an internal coaching faculty. Using qualified members of the L&D team to role model good coaching experiences, an initial cost saving of £35k was achieved over the first 2 years.

A sustainable model for delivery was established by upskilling additional team members over time, and evolving course content in line with feedback. Additional infrastructure was introduced to support governance, and an evaluation model was built to assess ROI. As coaches are primarily Internal Auditors, the approach needed to engage and inspire colleagues to volunteer their time and energy.

The proposition was further advanced by introducing a function-wide reverse-mentoring programme to promote their focus on diversity and inclusion and ensure coaching and mentoring was open to all colleagues. Senior colleagues also benefited from mentoring from more junior colleagues.

Since programme launch in 2011, over 150 coaches have been trained, with 85 currently part of the faculty. Since the launch of reverse mentoring in 2017, 60 senior leaders are active mentees of younger colleagues.

Evaluation of feedback collated in 2017 suggested 78% of coachees would recommend their coach and 85% would recommend the BIA internal coaching programme to colleagues. The coaching culture established in BIA is contagious, with benefits seen across the wider Barclays Group and more central functions replicating their model.



## Standard Chartered + Cirrus

The Leaders Drive Performance programme has helped Standard Chartered to transform its culture and change the ways leaders behave.

Following the appointment of CEO Bill Winters in 2015, Standard Chartered wanted to drive smarter growth in a volatile, uncertain, complex and ambiguous (VUCA) world. The bank was keen to develop increasingly positive, values-based leadership behaviours alongside the capability to collaborate and respond to customers and market changes. There was a strong desire to become more agile and to develop a culture of innovation which embraced challenge and disruption.



Standard Chartered worked in partnership with leadership specialist Cirrus to develop 'Leaders Drive Performance' (LDP). This programme focused exclusively on the bank's middle managers, who are critical to delivering cultural change across thousands of employees. A 100-day leadership learning journey started with a highly innovative, experiential two-day workshop. Throughout the

journey, disruptive and immersive techniques were used to change behaviours and create a cultural shift in line with the bank's overall growth agenda. The just-in-time introduction of blocks of learning content ensured that learning was always connected to participants' immediate experience, so that multiple learning outcomes could be realised. Participants received valuable coaching support throughout and the Cirrus Strata digital platform enabled online collaboration and scheduling. High quality online communications including video and animation ensured participants were actively engaged.

*Disruptive and immersive techniques were used to change behaviours and create a cultural shift*

To date, 1,125 leaders across multiple markets have taken part. Engagement levels have increased and there has been a notable drop in attrition for leaders who attended the programme versus those who did not. Many participants have said the programme is the best learning they have undertaken in their career and the best programme Standard Chartered has ever run. It has also been highly recommended by participants to their colleagues. Following its success, a new programme, Leaders Drive High Performance (LDHP), has been developed for more senior leaders.



## Refinitiv

Refinitiv is a leading provider of financial markets data and infrastructure, serving over 40,000 institutions globally. While the company offers a world-class suite of products, customers' access to products and account management was problematic. The order to cash process was time-consuming, prone to error, and complexity and inefficiencies were embedded in the culture and operational structure. Sales and administrative teams depended on manual systems, making processing orders inefficient. Hand-offs between the teams delayed order form delivery and services to customers.

Refinitiv launched a multi-year transformation program, Project Genesis, to streamline and automate operations, create a high-performing sales culture, and provide a better customer experience. This required building an automated sales process to deliver order forms, entitle products, and manage billing, while streamlining internal workflow. The company created a single contract type, one universal online order form, a product selection tool and a single price list. They introduced tech savvy products into their workflow, shifting order processing and invoice generation onto Salesforce and automated order form execution with DocuSign.

*With expanding visibility across accounts, representatives can provide effective and tailored support for customers*

Sales representatives now have expanded visibility across account activities, provide tailored support for customers, spend less time on account maintenance and focus efforts on driving new revenue. With order automation, Sales have greater autonomy to close deals quickly, without reliance on other groups or outdated systems.

Over 15,000 accounts have been migrated to the automated sales platform, 500+ enhancements have been delivered, and 200+ countries have been onboarded to a digital experience. Previously, administrative teams revised 80% of sales requests before sending to customers, now, 90% of orders are processed accurately. Refinitiv has seen a six fold improvement in providing their flagship product; and order forms are delivered and signed twice as quickly.

By investing in time-saving, user-friendly processes, Refinitiv delivered a streamlined and simplified experience for sales teams and customers alike.



## Southern Company

Southern Company is one of America's premier energy companies, headquartered in Atlanta, Georgia. As an industry leader committed to energy innovation, Southern Company employees are on the forefront of delivering new ideas that will build the future of energy.

*Southern Company recognized the power of its employees as a problem-solving resource*

Southern Company recognized the power of its employees as a problem-solving resource. In May 2014, the company announced an internal competition known as 'SO Prize.' The competition asked employees to submit innovative solutions to allow the company to continue to successfully serve customers in the future. Surfacing nearly 1,000 ideas, six winners were announced, and pilot programs were implemented to explore and evaluate the viability of the ideas.

As a result of SO Prize, Southern Company opened the Energy Innovation Center (EIC) in 2015 to accelerate innovation across the entire organization. The EIC provides digital crowdsourcing, consulting and ideation methodologies and tools to help employees bring their ideas to life.

The SO Prize challenge was powered by a crowdsourcing ideation platform that has since been used to support multiple

system-wide, company-specific or area-focused online ideation challenges.

One challenge launched by the EIC was the 'One-Day Challenge', a monthly session designed to engage employees across 11 states. These challenges enable employees to virtually collaborate and ideas are assigned to different business units for evaluation.

In less than three years, almost half of nearly 30,000 employees visited the ideation platform, with 40 percent actively participating in challenges. More than 3,200 ideas have been generated with hundreds moving into the pipeline for advancement and implementation.



Another SO Prize idea resulted in Smart Neighbourhood™ initiatives in Alabama and Georgia to explore the industry's latest energy-efficient product building materials. These examples demonstrate Southern Company's commitment to identifying innovative ways to better serve its customers and communities in the Southeast and beyond.

## Post Office Ltd

The Post Office boasts the biggest retail network in Europe, with 11,500+ branches in the UK. Whilst a common misconception is that they solely sell mails and stamps, they have transformed their portfolio to include Financial Services, Telecommunications and Digital Identity Services.

*Empowering graduates with the autonomy, creativity and responsibility to identify problems, propose solutions and make real changes within the business*

The graduate scheme within Post Office has been running for 4 years with an annual intake of 8-9 General Management graduates placed across business functions. Every cohort of graduates must create a project proposal under the title 'What would you change if you were CEO?' In 2017, CEO Paula Vennells felt so passionately about the projects that she encouraged the implementation of each, empowering graduates with the autonomy, creativity and responsibility to identify problems, propose solutions and make real change within the business; testament to the importance of next generation talent within Post Office.

One group of 3 graduates recognised that the organisation used multiple pieces of software to fulfil similar functionality. They saw the opportunity to improve collaboration,

reduce costs and facilitate greater communication. The project evolved into a wider digital literacy and engagement piece, collaborating with Ben Cooke (Back Office CIO) and the Digital Workplace initiative. Wanting to create a culture of knowledge sharing and hands-on help amongst employees, the 'Digital Stars' network was born: a community of colleagues wanting to catalyse the use of technology to enable a more flexible, collaborative workplace.

Within 28 days of launch, Post Office saw rapid engagement and participation, with 450 active users. Steady decrease in email usage was supplemented with a 939% increase in activity on team collaboration software Microsoft Teams. Recognising the success of this project, the organisation adapted the graduate scheme to allow one graduate to pursue this project as their full-time role.



This outside-in mentality allows Post Office to remain competitive in an economic landscape increasingly dictated by digital agility.

## Drive Forward Foundation

More than 70,000 young people are in care in the UK, with 2,000 leaving the system embarking into independence each year in London. Drive Forward Foundation provides personal support to these care-experienced young people, who are at higher risk of homelessness, criminal behaviour and teenage pregnancy. Over the past 8 years, Drive Forward helped over 2,000 care leavers to develop the skills and confidence to move into work, education or training—with 600 supported into a sustainable career of their choice.

Drive Forward's Employment Consultants provide a tailored 1-2-1 support, whilst training sessions focus on employability and personal development. Strong corporate partnerships across a range of industries allow them to offer exclusive employment opportunities and volunteer support. A bespoke mentoring programme further provides in-work support for individuals embarking on their career.

Activities include weekly lunch clubs, where young people can socialise, apply for jobs and prepare for interviews; Industry Insight Days to explore new career paths; 'HR-Speed-Dating' sessions involving mock interviews with instant feedback; and forum theatre, allowing participants to practice real-life situations in a safe environment.

Around half of the people Drive Forward supports are initially not

prepared for work and require more in-depth support. Out of those who are ready to take up opportunities, over 50% transition into sustainable employment; an increase of 5% from 2017 as a direct result of significant organisational changes including more personalised support. Drive Forward regularly collect feedback from clients, volunteers, employers, and a group of 15-20 Ambassadors who have progressed through Drive Forward, sustained employment and are progressing in their careers.

*Drive Forward has helped 2,000 care leavers to develop the skills and confidence to move into work, education or training*



High session attendance (81%), combined with positive feedback and fantastic support from the Ambassadors Group, enable Drive Forward to continuously review, adapt and improve their services, ultimately helping more young people to achieve the self-worth and purpose gained from meaningful employment.



## London South Bank University + JCA Global

In 2015 a new Vice Chancellor (VC) was recruited at London South Bank University (LSBU) to deliver a transformation strategy and ambitious 5-year strategy to raise their reputation. There were significant leadership challenges such as low trust, silo working and poor communication.

*Providing leaders with the skills to best manage themselves and others throughout significant transformation*

He appointed a new executive team and Director of Organisational Development with a focus on transforming leadership, culture and engagement. These restructures disrupted staff, many of whom took severance.

LSBU partnered with JCA Global to embark on their Leadership Journey project with the objective of enhancing leadership capability and climate. JCA began by conducting key stakeholder interviews to diagnose the current culture and challenges. They then ran 1-day leadership development events for the senior leadership team, helping them to understand themselves and their impact.

A Leadership Climate Survey was launched to understand alignment between leadership behaviours and the desired culture. 35 desired behaviours were selected for Strategic

and Operational Leaders and used to create a bespoke online 360° feedback tool. Each leader received a personalised leadership development plan and coaching to implement identified actions. Finally, a Leadership Academy was established, offering development programmes and management tools to effectively cope with change.

With support from JCA, LSBU were able to provide leaders with the skills to best manage themselves and others throughout significant transformation. The University were able to substantially advance their League Table positioning including from the 3rd to the 35th percentile in the Guardian University League Table; increase their external recognition through awards; and improve staff engagement and confidence in leadership. Engagement rose from 58% to 69% - notably, there was a 22% increase for “feeling safe to challenge the way things are done.”



These efforts have resulted in significant enhancements to the leadership climate which are driving a new culture in LSBU.

## Home Office

Through its Diversity and Inclusion strategy ‘Inclusive by Instinct’, the Home Office is committed to supporting the ambition of making the Civil Service the most inclusive employer in the UK by 2020. At the core of this are twin priorities: widening representation of underrepresented groups, and building a welcoming, inclusive environment.



A key challenge faced by the UK Home Office is widening the representation of BAME staff at senior levels and in specific roles such as in the Ministers’ Private Office. These roles have been traditionally regarded by BAME staff as ‘preserved’ for fast-streamers and non-BAME colleagues. The Home Office’s BAME staff support network – The NETWORK – is working to remove this false, self-limiting belief.

The NETWORK implemented initiatives to address a lack of diversity in the workforce in the Home Secretary’s and Minister’s Private Offices, traditionally perceived as prestigious, exclusive and ‘not for’ most BAME staff. They worked in partnership with Private Office to

ensure diversity-friendly and inclusive language in all advertisements, and included targeted Positive Action Statements to actively encourage BAME applicants.

The NETWORK directly advertised roles to its membership of 4,000 to raise visibility, and worked with the HR Recruitment Team to train a pool of Independent Panel Members (IPMs) to take part in the recruitment process, bringing diversity of approach, experience and thought. They also worked with Private Office colleagues to create two-week secondments, providing ‘taster’ opportunities for BAME colleagues to see whether Private Office was right for them. Evidence points to an increase in BAME staff applying for Private Office roles in the Home Office, producing increased intake of successful BAME appointees to almost 50% and ensuring increased diversity of approach and thought in key government decision-making in key Home Office business.

*Supporting the ambition of making the Civil Service the most inclusive employer in the UK by 2020*

Private Office has now become an exemplar for the wider Home Office, with Positive Action Statement recruitment processes becoming the standard in business areas of underrepresentation.

## REAL Fundraising

REAL Fundraising was formed in 2009 from a desire to create the most ethical fundraising agency in the industry. They work to inspire members of the public to become committed financial supporters of represented charities through face-to-face fundraising. To develop long-standing, trusting relationships with these clients and thus maximise ROI for the charities, they needed a company built on the foundations of the strongest possible cultural values.

These values were embedded into REAL's identity: Respect, Ethics, Activism and Love. To put these into action, they began by giving a proportion of early profits to a good cause with a close connection to a staff member: a hostel for children in India. They then formed the REAL ETHICAL GROUP (REG) comprising 6 representatives of business operations. REG meets regularly to ensure cultural values remain at the forefront of the organisation's actions, feeding back the outcomes at the Senior Management Team meeting.

*They needed a company built on the foundations of the strongest possible cultural values*

REG decides on the allocation of the REAL EMERGENCY FUND, a sum of money formed from voluntary contributions of 10% of staff bonuses and donations from REAL. Half of this fund goes to emergency appeals such as the Grenfell Tower Tragedy, and half goes to 3 charities voted on by staff.



The positive impact of living strong cultural values has been immense for clients. Cancellation rates sit at about half of the wider industry. For street fundraising the average complaint rate is 0.049% but REAL's is 0.001%, for door fundraising the industry average is 0.022% and REAL's is 0.0024% and for private site fundraising REAL's figures of 0.0012% trump the industry average of 0.18% complaints. They currently work with 8 clients who have stayed for a combined total of 26 years, and have renewed or extended their contracts over 50 times. In the past 18 months alone, they have regretfully had to turn down 39 charities due to full capacity.

## Cirkle

Cirkle is a multi-award-winning PR & Digital consultancy with clients including Morrisons, Bosch Smart Home, Birds Eye, Energizer and Aquafresh. The agency has grown from a one-man band to a £5m, 40 people-strong business. In 2017, the Board identified a need to take its employee engagement to the next level - continue to attract and retain top talent (in a highly competitive industry); ensure diversity (a 96% white, female team was not representative of the workforce); and devise new company values (easy to articulate).



Cirkle's Chairman surrendered 60% of her shareholding to create an Employee Ownership Trust (EOT). Turning the agency into a majority employee-owned business brought a renewed sense of ownership and investment in the company's success. Staff empowerment led to the creation of new working subgroups including Future Leaders and Wellbeing Warriors. Mental and physical wellbeing remain at the heart of the agency and Cirkle brings the gym

to the office, running group fitness challenges for those wanting to take part. In May 2018, 'culture' received the highest Employee Engagement survey score (an increase of 22%).

*A majority employee-owned business brought a renewed sense of ownership and investment in the company's success*

Diversity was addressed through a partnership with Creative Access (BAME recruitment specialists). The MD is now a leading voice on Diversity and her blogs garner positive industry attention. Establishing second offices in London also opened the door to a wider pool of diverse talent. These initiatives have resulted in a reduction of white staff from 96% to 87%, and female from 96% to 82%.

To create a truly values-led business, Cirkle's HR Director channelled the Board's personal values into a new set of company values – woven through the agency's DNA (internal employee awards, training, appraisals) – so popular that teams have also articulated their own individual values.

By fostering an army of engaged, mini entrepreneurs, Cirkle has achieved impressive rates of staff loyalty and client satisfaction.



## Volkswagen Group

The Volkswagen Group Graduate Scheme was established 5 years ago to attract and retain fresh talent and thinking of the highest calibre. 40 graduates have completed the scheme in total, with a further 12 to finish in September 2019. With the automotive industry transforming on an unprecedented scale, sourcing the best talent is key to shaping their future and challenging the status quo.

The project team, comprised of Human Resources and Heads of Business representatives, undertook nine months of research. They engaged with prospective students and internal stakeholders to define the essential components of an exceptional graduate scheme. Their detailed and methodical approach resulted in a programme that provided a compelling proposition for emerging student talent. They reinvigorated their attraction strategy, involving investment in a brand-new website, current graduates hosting at top universities, and the introduction of a 'Golden Ticket' selection process for Volkswagen Group undergraduates at Graduate Scheme assessment centres.

*Empowering the younger generation to drive change in a fast-paced and challenging industry*

As a complex organisation, Volkswagen Group are able to expose graduates to a rich variety of roles. The Graduate Scheme also offers a highly competitive salary and attractive benefits including the opportunity to drive a brand-new Group car every 4 months and a strong commitment to work with graduates at the end of their placements to help them find a permanent role within the Group.



There is clear evidence that the Volkswagen Group Graduate Scheme is delivering on the strategic aims of attracting, nurturing and maximising the potential of the best talent. Since launch, they have received over 5,000 applications. With six places on offer each year, the programme is significantly over-subscribed, demonstrating high desirability and ensuring a rich pool of diverse talent to draw upon.

Through continued evolution of the scheme, Volkswagen Group are empowering the younger generation to drive change in a fast-paced and challenging industry.

## Dr. Martens

Throughout the 20th century, iconic footwear brand Dr. Martens was a family-run business with a loyal following and no need to look to the wider market to inform strategy. However, following threats of bankruptcy in 2013, the brand was acquired by a retail turnaround specialist.

The private equity company set ambitious targets of doubling staff headcount and increasing the number of Dr. Martens stores from 15 to over 100. As the business grew, the brand's identity and culture were at risk, so the leadership team decided to identify and communicate a global strategy for Dr. Martens.



Using insights from focus groups, the brand's essence was distilled into a simple, powerful phrase: 'Rebellious Self-Expression', and brought to life with five new core values which were imprinted on vinyl records – fitting, as music is the heartbeat of the brand.

The Dr. Martens leadership team then spent many hours discussing the business priorities and whittling them down to four (branded 'The DM4'). For the first time in DMs' history, 70 global managers gathered at an event where the leadership team communicated exactly what was needed to achieve their company ambition.

*The brand's essence was distilled into a simple, powerful phrase: 'Rebellious Self-Expression'*

The changes proved popular with staff as much as customers. A recent company-wide survey had a 68% colleague engagement score, an impressive achievement in such a large, fast-growing organisation. 86% of employees understand how their work contributes to the goals of Dr. Martens, and 64% believe there is open, honest two-way communication. Additionally, the business' 25% revenue growth has led to a profit increase of 27% (£37.5mil). 21 Dr. Martens stores were opened this year, bringing the total to 94.

By ensuring they have the right people doing the right things in the right way, Dr. Martens are on an extremely exciting journey.

## Lloyds Banking Group

Lloyds Banking Group (LBG) is the largest retail and commercial bank in the UK, looking after more than 22 million customers. Following a period of immense ambiguity and scrutiny brought by the 2008 financial crisis, LBG needed to innovate and modernise to remain a key competitor.



To support a customer-centric cultural change, LBG leaders determined a new set of values and behaviours and set about landing and embedding these across the Group. Community Banking is the division looking after high street branches and central support functions and they decided to reinforce and help to further embed the three values 'Putting Customers First', 'Making a Difference Together' and 'Keeping it Simple' by developing a programme of peer-led interactive training sessions.

To modernise ways of working, LBG implemented an online collaboration tool and the Community Banking

division supported leaders with access to a Leadership Behaviours site to help embed the behaviours and share knowledge and best practice. The cultural shift was also woven into people processes by aligning and updating all colleague support materials including role profiles and induction materials.

Following the training sessions, 94% of colleagues understood the impact of the behaviours; and 99% of senior leaders understood how the Leadership Behaviours impacted how they manage performance within teams.

As a result of the effectiveness of the training sessions and excellent colleague feedback, the same approach was adopted across other divisions in the group. Additionally, the 2017 Engagement survey revealed a 7-point increase in 'collaboration' and 5-point increase in 'trust and confidence in our colleagues'. Community Banking outperformed the UK High Performing norms in 2017 for both employee engagement and performance excellence.

*Putting Customers First,  
Making a Difference  
Together and Keeping it  
Simple*

Overall, the Community Banking Division in LBG is demonstrating that their cultural transformation journey is having a positive effect on both customers and colleagues.

## ODEON Cinemas Group

In 2016, ODEON Cinemas Group was growing fast. They sought to build on their EVP and initiate cultural change after analysis revealed a need for more consistency in their Diversity & Inclusion strategies.

Starting with gender - the highest diversity population with potential for greatest impact - they addressed the gender gaps at senior levels and internal promotions, which were more likely for men. They ran focus groups and gathered insights from teams to target these issues most effectively.

Their strategy, 'Our Incredible Differences' (OID), laid out their plans for ensuring they celebrate the differences that make them stronger and achieve more as a team. Tailored approaches were introduced for colleagues based on their needs, including leadership development, public speaking and mentoring. Integral to this was involving the entire business in all elements; for example, men were part of the solution for gender imbalance through the 'plus one' concept—connecting women leaders with male colleagues to support one another's career journeys. Additionally, senior leaders spent 530 hours on D&I training in 2017.

*Celebrating the differences  
that make them stronger  
and achieve more as a team*

OID was backed by the Executive team from the start and prominently features in team meetings and values campaigns. In one year, women in senior positions increased from 18% to 34%; 50% of the pilot group were promoted in 2017; and a 15% uplift in women applying for internal progression was seen. ODEON also exceeded EBITDA budget, growing 7.8%, and total revenues increased by 6.1%.



Addressing other areas of diversity, ODEON have begun evolving their parental return-to-work practices by creating an online hub that gives expectant parents all the support, guidance and information they need. They also held ethnic diversity workshops in 2018, in which they discussed experiences at ODEON and ideas for how to continually grow and celebrate their 'Incredible Differences.'



## James Devine, Medway NHS Foundation Trust

James Devine, Chartered Member of the CIPD with 15 years' experience in HR, became Executive Director of HR&OD for Medway NHS Foundation Trust in 2016. Medway faced many challenges: a nursing vacancy rate of over 425 FTE; a stagnant nurse recruitment plan; poor staff engagement; high agency spend; and high vacancy levels.

James and the team immediately set out to build professionalism within the service and lead the strategy to turnaround the Trust's unsustainable agency spend, which was reduced by 55% within five months.

A revised nursing recruitment strategy was instigated to resolve stagnant nursing vacancies. This has contributed to a significant improvement to the nursing workforce profile; and better continuity of care, patient experience and staff experience as a result.

Following a highly successful first year, James was asked to lead the Trust's Improvement programme which has subsequently delivered several transformational outcomes across 13 workstreams for the Trust. James' director portfolio expanded to include financial recovery and patient pathway redesign.

Demonstrating the ambition, credibility and pace often missing at very senior levels of the NHS, James was appointed to Deputy Chief Executive in addition to his current role in November 2017. Within 12 months, projects were launched including a two-year Workforce Strategy delivering fast-paced change; stagnated nurse hires were reversed with over 240 new nurses; leadership sessions were introduced with high engagement; and performance-stretching KPI's were established for HR resulting in a reduction of 1.3 days in time to hire and KPIs up 68% overall.

*HR can step across traditional professional boundaries to deliver transformative strategies*

Alongside the CEO, James led the organisational development redesign of executive team portfolios to improve spans of control and increase focus on operational and financial performance.

James and his team have demonstrated that HR can step across traditional professional boundaries to deliver transformative strategies. At the heart of his work is commitment to the organisation and the patients he serves. As a result, in November 2018, James was appointed to the interim Chief Executive role.



## Craig Joseph & Becky Hunt, intY

intY is an award-winning pioneer for the distribution of Cloud services from the world's biggest Cloud software vendors. This is underpinned by intY's phenomenal people and exceptional multi-vendor support.

*Embracing change and innovation, and building a positive team spirit*

In the midst of extensive change at intY 4 years' ago, it was the perfect time for new CEO Craig Joseph to take the reins. He, along with his senior leadership team, in particular Chief People Officer Becky Hunt, set out to change intY's culture for the better.

They spearheaded this culture change by instilling 6 key values shared across the business; including embracing change and innovation, and building a positive team spirit. To improve communication, Craig and Becky introduced Quarterly Business Reviews (QBR) to update the company on performance and communicate plans. They also instigated a Senior Leadership Team Surgeries initiative; an SLT member hosts an open-door meeting room every month. Additionally, they increased staff survey frequency from annual to fortnightly and implemented working groups to encourage greater collaboration.

Addressing the recognition deficit, they introduced a 'kudos' section to QBRs for staff to show appreciation to colleagues. They also extended

invitations for staff doing great work to events previously reserved for senior leadership. In parallel, they encouraged more L&D through a training bonus scheme, and completely renovated the office to create more spaces for socialisation and collaboration.



The transformation has greatly improved culture across the business. Participation in the Employee Survey increased to 89%, with an average of 30% improvement on the previous year's scores. Notably, 84% feel a strong connection with intY's brand and culture, and 78% say intY inspires them to be their best at work. intY has also seen hypergrowth in sales and a spike in the number of transacting partners.

The culture journey initiated by Becky, Craig, and the SLT has provided focus on their values and clarity for all, placing the organisation in a position of strength.

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## Kellogg

Kellogg is a multinational FMCG with a mission to “Nourish families so they can flourish and thrive”. In 2017, the HR team made agility their European cultural imperative, convinced it could be the enabler to unlocking new growth.

Agile culture only existed in pockets through Power Teams; who used agile principles to accelerate product innovation. They established an Agility Power Team, whose goal was to role model agility; inspiring and empowering leaders to become the change. They asked all employees what got in the way of agility and from 60 pages of feedback drew three insights: people didn’t always understand the connection between their goals and business strategy, teams did not always feel empowered and process could slow them down. Inspired by these insights and thought leadership they prioritised 3 enablers of Agility—‘inspirational leadership’, ‘role clarity’ and ‘process simplification.’ Realising they needed to translate agility into tangible leadership behaviours they co-created an Agility toolkit which they road tested and began to co-facilitate with leaders. Their mantra ‘Be Bold, Be Curious and Be Connected’ began to take root!

*Prioritising agility to foster a culture of growth*



Early in 2018 they completed 360° feedback to measure these behaviours and revealed 140 senior leaders to be ‘sometimes agile.’ Ever since, they have been active in embedding their mantra through Yammer, and a series of peer-learning leader calls. Many local initiatives have also been implemented including an ‘Agility Awards’ scheme and agility-themed culture weeks.

At the last leadership event, 88% of leaders agreed that they had grown the organisation’s agile leadership capabilities, and 95% felt that the tools and ideas provided would help them effect meaningful culture change.

The team have shown incredible dedication to this journey and are now courageously pushing their boundaries to experiment with new ideas to step change employee experience in the whole organisation.

## Sky Sales Operations (Value Retention) + Tao Leadership

Sky is Europe’s leading entertainment company, with 31,000+ employees serving 23 million customers across 7 countries. Until 12 months ago, Sky Leeds was purely an outsourced customer service site, with a pervasive negative culture and a lack of stable leadership. Their challenge was to transform a long-lasting toxic culture into one characterised by strong leadership aligned with Sky’s values and ambitious business targets.

With the help of Tao Leadership, Sky Leeds undertook a leadership development programme to train advisors from a customer service environment to a sales retention and sales product attachment space. A unique 3-step methodology was employed, with a focus on analysis of the organisational network to identify influencers, listening to the needs of the people and the business, and sprinting towards the new culture with an agile mindset.

Critical to the growth and thinking of leaders was an emphasis on inputs, and how these in turn drive KPI outputs. This was a shift from previous attitudes that prioritised numbers above investing in people. There was also a dramatic shift in the amount of time employees spent with their team leaders – from 20 to 85%.

Tao reinforced the grow coaching model, facilitating role play for leaders to practise coaching. They also focused on demonstrating how to use positive feedback to guide behaviours and favourable outcomes. The final piece of the transformation puzzle was a full site move, with a new building complementing a fresh mindset. This was fully engaged with, with mood boards, photos and videos shared along the way.

*Transforming a long-lasting toxic culture into one characterised by strong leadership*

These efforts have resulted in a staggering 26-point movement in people engagement from 55 to 81, accompanied by significant improvement in commercial performance, NPS and productivity. Tao Leadership’s partnership with Sky Leeds has shown that placing people at the forefront of strategy can deliver incredible results.



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## Corporate Punk

Corporate Punk is an organisational performance practice helping businesses to create an ‘impact culture’ through fast, habitual change. The business recently worked with a major international media company to unleash the potential of its 300-strong R&D team, which had been siloed from other teams for years. Traditional remedies weren’t working, with each new attempt fostering further cynicism amongst the team.

Corporate Punk began by implementing the Creative Effectiveness Index (CEI) across the R&D department. Based on 40 years of academic work and research into organisational performance, CEI focuses on 9 factors of high-performing cultures through the lens of ‘creativity’—the ability to solve problems through fresh thinking. CEI is unique in that it quantifies and measures culture as opposed to proxies for culture; the criteria assessed are not often measured by traditional approaches; and the responses measured are non-conscious, thus psychologically valid. Data is collected through an image-based survey that is designed and analysed by psychologists. Corporate Punk also collected additional data delving into non-conscious associations with the brand, and employees’ experiences at work.

The insight phase took under 6 weeks, and produced a detailed analysis on the psychological barriers to culture change. One major barrier to change for the client ended up being



completely unanticipated: staff were too committed to the brand’s social role to consider change. A fear of failure borne of an unwillingness to be irreverent was another of the complex barriers found during the work, which would have been impossible to identify through traditional diagnostic methods.

The uncovered insights allowed the client to change the nature of internal discussions; plan and execute change strategies more efficiently; and develop a learning and development programme to enhance key skills and behaviours. Corporate Punk is now working with the client to track the developing culture as well as drive the change itself.

Corporate Punk is on a mission to transform how businesses think and operate, using innovative organisational psychology to benchmark and measure culture.

*Creating an ‘impact culture’ through fast, habitual change*

## elaworld

Barbara Khattri, founder of Elements lifestyle academy was faced with the challenge of achieving a sense of confidence and control in the current unstable High Street climate.

With only 10 months to deliver sustainable results due to the pressure of the decision to close their vocational training department, Barbara needed to set a new foundation for growth. She decided to use Elaro, a tool created to enhance in-house communication, and ‘officially’ establish a business called Elaworld through which she already supported the culture in Elements and other businesses.



The Elaworld approach was rooted in stripping back every process to align and build a complete team-run solution harnessing the strengths of each person. This included mapping the nature, personalities, and skills of managers, team members and suppliers, allowing them to communicate and deliver on the wants and needs of the team and clients.

Access to the Elaro online tool enhances communication and supports a great work-life balance. Combining Elaro with proven strategies to build synergy, Elaworld has brought freedom to the business and team through autonomy, high performance, transparency and trust.

*Bringing freedom to the business and team through autonomy, high performance, transparency and trust*

This ‘Culture Camp’ feedback loop approach has delivered incredible results, smashing internal targets and industry norms. Elements is now in the top 1% of independent UK salons; client retention now averages 92% with over 11,000 client visits per year; improved frequency of visits is saving £5k in marketing; re-bookings are in excess of 80%; and the average spend has risen from £59 to £74. Gross profit margins are at an all-time high of over 40% and retained profits have increased by 75%.

Through reinforcing 5 key principles of listen, educate, add value, make fun and share, Elaworld has built client loyalty, frequency of visit and average spend. They map this sustainable route to success in other high street businesses where future success hinges on connecting purpose, people and profits.

## Wiser

Wiser are changing the way people think about work. Half recruitment company, half creative agency, they help companies to attract diverse talent and ultimately improve culture and business performance. Redefining what it means to be a recruitment company, they aim to change the notion that tenure is valued over potential. To achieve this, they need a strong employer brand themselves, along with their own clear, focused strategy.

At the heart of Wiser's employer brand are their core values: Be real; Back yourself; Take ownership; Make moves; and Expect more. In every interaction, be it with one another, clients or candidates, these values shine through. Their online presence is open and friendly, with a fun tone of voice on social media and in their videos.

They also believe that environment defines how you work, so they designed their new London offices entirely themselves to embody their values. Complete with a home cinema and even a church pulpit, the office allows the team to be agile and fit to grow.

Wiser have created a detailed onboarding book to capture Wiser's history and make new starters feel part of the pack they're joining; along with a carefully crafted Wiser Welcome Box detailing their 'Wiser Experience'.



Wiser has used its employer brand to strengthen its position in the recruitment and creative industries, growing at an astronomical pace. The number of new hires brings them to 80 permanent staff. Their employer brand also acts as a strong marketing asset, as they exist to transform the employer brands of others. The success of this can be seen in the number and calibre of new clients this year including Nike, Kraft Heinz and Travelex.

Wiser is a home for people who dream big and pursue perfection—and this permeates every touchpoint of their employer brand.

*Redefining what it means to be a recruitment company*

## Happy

Happy is a learning provider that aims to make software learning enjoyable and to help create happy workplaces. Based in London, they have been running for 30 years and employ 25 staff with 30 associate facilitators.

Their challenge came in 2016-17 when huge financial losses threatened the company's very survival. Rather than cutting back staff and costs to the core, they decided to return to their values and ensure they were reflected by transforming the culture throughout the business.



Staff were kept fully informed of the financial situation, with the founder (now 'Chief Happiness Officer') sharing figures and holding regular meetings where staff could propose helpful initiatives. Staff were given the freedom to make all decisions within their area of responsibility without approval. They were also encouraged to take on any of a former colleague's responsibilities that they chose.

Trainers were asked to take ownership of their utilisation metrics, focusing them and reducing the proportion of trainer cost from 42% to 29%. They aimed for staff to find joy in at least 80% of their work by encouraging people to work to their strengths. Rather than delegating to individuals, managers now delegate to teams, who decide amongst themselves who is best for a task.

*Investing in values of trust, freedom and belief in people*

By fully involving every member of staff and investing in values of trust, freedom and belief in people, Happy went from losses of £180,000 to profits of £165,000 in one year. This was achieved largely through individuals taking more responsibility for their delivery, as well as reduction in trainer costs and impressive engagement. Internal NPS reached its highest ever score of 84, and external NPS of 74 (better than Amazon!). With the results beginning to take effect, they were able to give all staff salary increases and to invest in new systems, website and staff.





## Business Culture Awards Overall Winner: gunnercooke

### Best Large Organisation Winner

#### ODEON Cinemas Group

Highly Commended: Lloyds Banking Group  
Finalists: Capgemini UK, ISS Facility Services, Kellogg, Sky Betting & Gaming

### Best Small Organisation Winner

#### Cirkle

Highly Commended: REAL Fundraising  
Finalists: Emperor, Happy, John West Foods, Patron Capital

### Transformation Initiative Winner

#### Dreams

Highly Commended: innocent drinks  
Finalists: Lloyds Banking Group, London South Bank University + JCA Global, Sky Sales Operations (Value Retention) + Tao Leadership, Refinitiv

### International Initiative Winner

#### Standard Chartered + Cirrus

Highly Commended: Barclays Internal Audit  
Finalists: ABM Industries, Jaguar Land Rover + t-three, Very, Vodafone Group Enterprise Customer Experience

### Best Medium Organisation Winner

#### Dr. Martens

Highly Commended: Volkswagen Group  
Finalists: Chartered Insurance Institute, Dreams, innocent drinks, Slimming World

### Best Public/Not-For-Profit Organisation Winner

#### Home Office

Highly Commended: London South Bank University + JCA Global  
Finalists: Drive Forward Foundation, University of Sheffield with Everyday Juice Ltd, Medway NHS Foundation Trust, Ministry of Defence

### Innovation Initiative Winner

#### gunnercooke

Highly Commended: TIPi Group  
Finalists: Happy, Home Office, Revium Group, Southern Company

### Business Culture Champion Award Winner

#### Craig Joseph & Becky Hunt, intY

Highly Commended: James Devine, Medway NHS Foundation Trust  
Finalists: Holly Smith, Dr. Martens; Megan Driscoll, EvolveMKD; Matthew Brabin & Stephanie Hamilton, ISS Facility Services; Hermann Trepesch & Sim Sian, Surrey Police

### Learning Initiative Winner

#### John West Foods

Highly Commended: Jaguar Land Rover + t-three  
Finalists: Barclays Internal Audit, Chartered Insurance Institute, Standard Chartered + Cirrus, Vodafone Group Enterprise Customer Experience

### Technology & Analytics Initiative Winner

#### Southern Company

Highly Commended: Refinitiv  
Finalists: University of Sheffield with Everyday Juice Limited, Geberit, Post Office Ltd, Revium Group

### Next Generation Initiative Winner

#### Drive Forward Foundation

Highly Commended: Post Office Ltd  
Finalists: CMS, Slimming World, Volkswagen Group

### Best Employer Brand & Values Initiative Winner

#### Happy

Highly Commended: Wiser  
Finalists: Emperor, People Tree, REAL Fundraising, TIPi Group

### Diversity & Inclusion Initiative Winner

#### Harvey Nash

Highly Commended: Capgemini UK  
Finalists: Home Office, ODEON Cinemas Group, Post Office Ltd, Surrey Police

### Consultancy of the Year Winner

#### elaworld

Highly Commended: Corporate Punk  
Finalists: FromHereOn, JCA Global, Rubica Change & Analytics

### Corporate Social Responsibility Initiative Winner

#### Patron Capital

Highly Commended: Sky Betting & Gaming  
Finalists: BT, eBay, EvolveMKD, gunnercooke

### Best Business Culture Team Winner

#### Sky Sales Operations (Value Retention) + Tao Leadership

Highly Commended: Kellogg  
Finalists: Cirkle, Dr. Martens, Harvey Nash, Runway East

Digital and market disruption is slated to increase, and the war for talent will intensify. Teams are global, distributed and matrixed. Therefore, managing culture is becoming more complex.

Despite increasing challenges, a thriving culture pays dividends. A CultureIQ study of more than 100 organisations found a company's average level of employee engagement predicts higher profit, customer satisfaction, and brand reputation a year later. However, we are starting to see that engagement alone isn't enough to win in a constantly shifting landscape.

Instead, agility and alignment will join engagement as hallmarks of thriving companies. Research by CultureIQ, McKinsey, and Bain shows agile organisations have the greatest customer centricity, quickest time to market, lower costs and greatest profitability. When an agile organization has engaged employees who are aligned, they are able to not only adapt to market changes but capitalize on opportunities presented.

### What You Can Do Today

Now is a good time to think about what capabilities your organisation needs to thrive in the future. Is it more rapid innovation? Greater customer centricity? Or perhaps brand excellence? Once you determine that, you can start measuring your culture to see if you are creating those capabilities as well as building an engaged, agile, and aligned workforce.

In addition to what you measure, you also need to think about how often you listen to employees. That way you won't miss key insights or signals that could indicate your culture is veering off course, or top talent is dissatisfied. Instead, consider an enterprise-wide listening programme and a partner who can help provide insights and best practices to make your culture a competitive advantage.

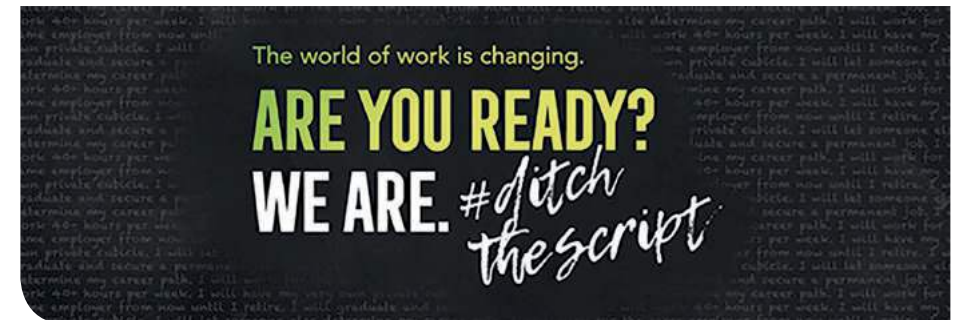


### About CultureIQ

CultureIQ is a global culture management company and works with more than 25 percent of Fortune's Most Admired Companies and 33 percent of the Fortune 500. The CultureIQ approach combines global research and benchmark data with a powerful technology platform delivered by a team of organisational psychologists, data scientists, and business strategists.

For more information visit [www.cultureiq.com](http://www.cultureiq.com) or follow us on Twitter at @CultureIQ

**cultureiq**



As a global talent organisation, we understand that a vibrant and cohesive culture is not simply desirable or useful. It lies at the heart of your success as a business. It matters to the people who make your organisation great. It matters to the talent you want to attract. It is a game changer when it comes to recruitment. Creating purpose, innovation, and cohesion at every level of your business.

The best talent is in demand. In a skills-short marketplace, candidates hold the power. And increasingly, we see them looking to partner with businesses who not only offer them financial or professional rewards, but who provide them with purpose. With organisations who share their values and ethical guidelines. You may attract some candidates with a great benefits package but they're unlikely to do their best work without a culture they feel a connection with.

We encourage you to ditch the script on talent. To harness innovative solutions and new ways of working to connect with the best people around the world. And that innovation, that freedom to stand out from the crowd, can only be achieved from the starting point of a strong cultural foundation. To break the rules and discover what's next, you have to know who you are to begin with.

*A great talent approach begins with a great organisational culture*

The next time you are thinking about talent, start with who you are. Start with your cultural DNA. Make sure your values are clearly defined at every level of your business. It will transform how you attract and retain talent.

For more information visit [www.kellyocg.com](http://www.kellyocg.com)

**KELLYOCG**  
OUTSOURCING & CONSULTING GROUP



Aegis delivers extraordinary financial solutions, and has a mission to challenge the traditional model of how wealth management is delivered. The development of the right culture is paramount to us; so that we can engage our people, and support a proposition which is aligned to clients' needs and adapted to changes in markets and technology. Our satisfaction derives from treating customers fairly and we strongly believe that this ensures the success of our business in the long term.

We value trust highly as an organisation. Wealth is typically hard-earned, and therefore we recognise the immense trust which is placed upon us when we're tasked with shaping people's financial future. Each and every member of staff knows their role in providing outstanding service. If they feel that efficiencies can be made,

or that changes could benefit our clients and our company, they have the freedom to implement these. The flexibility that we provide in terms of location and working hours enables people to achieve the best work-life balance for themselves and their families. Our employees span different ages, backgrounds, needs, interests and more, and it is imperative that their working lives are complementary to their personal lives.

Our working lives are long and so should be fun and enjoyable as far as possible. Employees work more effectively when this is the case and even just a small gesture can make a world of difference. All staff within Aegis are both rewarded and included, so that they are working with us, rather than for us, and time and time again we see the impact this has on business performance at Aegis.

For more information visit  
[www.aegisfp.com](http://www.aegisfp.com)



## Judging Panel

Many thanks to all of our judges for their great work.



**Jenny Lawrence**  
VP Human Resources  
Virgin Atlantic



**Ali Mohammed**  
Director, NHS GMTS NHS  
Leadership Academy



**Ceri Connolly**  
People Director  
Lloyds Banking Group



**Kate Griffiths-Lambeth**  
Group HR Director  
Charles Stanley



**Karen Terry Weymouth**  
Transformation & Change  
Director BT



**Siobhan Sheridan**  
Civilian HR Director  
UK Ministry of Defence



**Gary Kildare**  
Chief HR Officer  
IBM Europe



**Aggie Adetona**  
Group People Director  
Argent Foods



**James Hartley**  
Managing Director, Head of  
HR-EMEA Swiss Re



**Sue Swanborough**  
HR Director  
Whitworths



**Fran Williams**  
Head of HR UK  
XPO Logistics



**Chris Oglethorpe**  
HR Director  
Gowling WLG



**Pauline Geldard**  
Head of HR  
RHP



**Lena Tailor**  
Group Head of Talent  
innocent drinks



**Simon Youngs**  
Group Talent Director  
Essentra



**Yetunde Hofmann**  
Board and HRD Mentor  
CIPD



**Sam Jackson**  
Head of HR Shared Services,  
Mencap



**Wayne Gwilym**  
Head of Organisation  
Development, Tai Tarian



**Simon Gosney**  
Head of L&D  
Dimensions UK



**Brett Davies**  
Chief Operating Officer  
Reviem Group



**Gary Adey**  
Global Commercial & Operations Director  
Vodafone Group Enterprise Operations

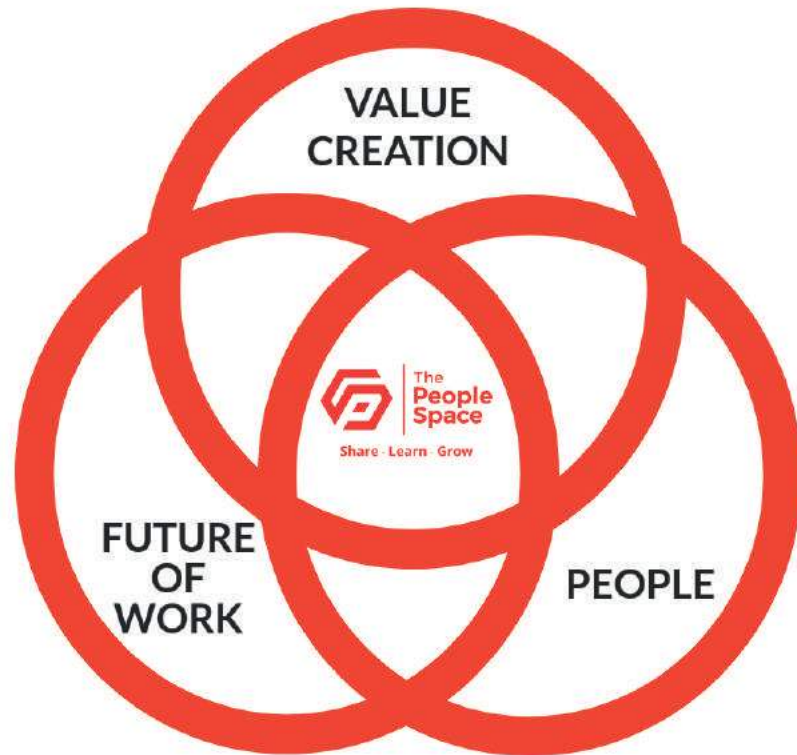


**Shakil Butt**  
HR Hero



**Tim Pointer**  
VP – People & Culture, CAA-GBG  
and Founder, Starboard

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**April** spent more than five months at Great Ormond Street Hospital, undergoing a number of life-saving surgeries to treat her heart condition.

Great Ormond Street Hospital Children's Charity. Registered charity no. 1160024.





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