



LEADERSHIP & EMPLOYEE ENGAGEMENT

- a case study

THE CHALLENGE

Values into Practice were invited to work with a common challenge: a downturn in employee engagement and productivity which was, in turn, impacting negatively on customer satisfaction levels.

Front line employees knew what good service looked like but were getting mixed messages from their leaders. How they were treated and the culture they worked in meant they did not always deliver the level of service expected by the customer.

THE APPROACH

Values into Practice designed and facilitated an experiential programme to realign the organisation with its external brand promise.

Built around core leadership imperatives, it immersed participants in the business case for 'service as a business strategy' and how their leadership role could bring this to life.

Prior to attending the workshop, each leader began the process of better understanding themselves; their leadership style and how this shaped the culture their people experienced. 360' degree feedback was used to give each leader a personal development which they brought to the workshop.

The purpose of the workshop was for leaders to explore this further. After each activity, they gave and received feedback to one another on their behaviour, its impact on the task, on the team and on the individuals.

This allowed leaders to continuously refine and amend their personal development plans.

THE OUTCOME

Leaders now have greater levels of awareness and ownership in the part they play in creating an environment for their people to be at their best.

They have repeated the 360 degree feedback exercise and the core leadership imperatives - the 'how' - are now integrated into the company's performance management process. This ensures leaders are being measured for both 'what' they deliver and 'how' they deliver it.

Now aware of what they need to do to create a motivating and engaging work environment, the result is an increase in both productivity and customer satisfaction.