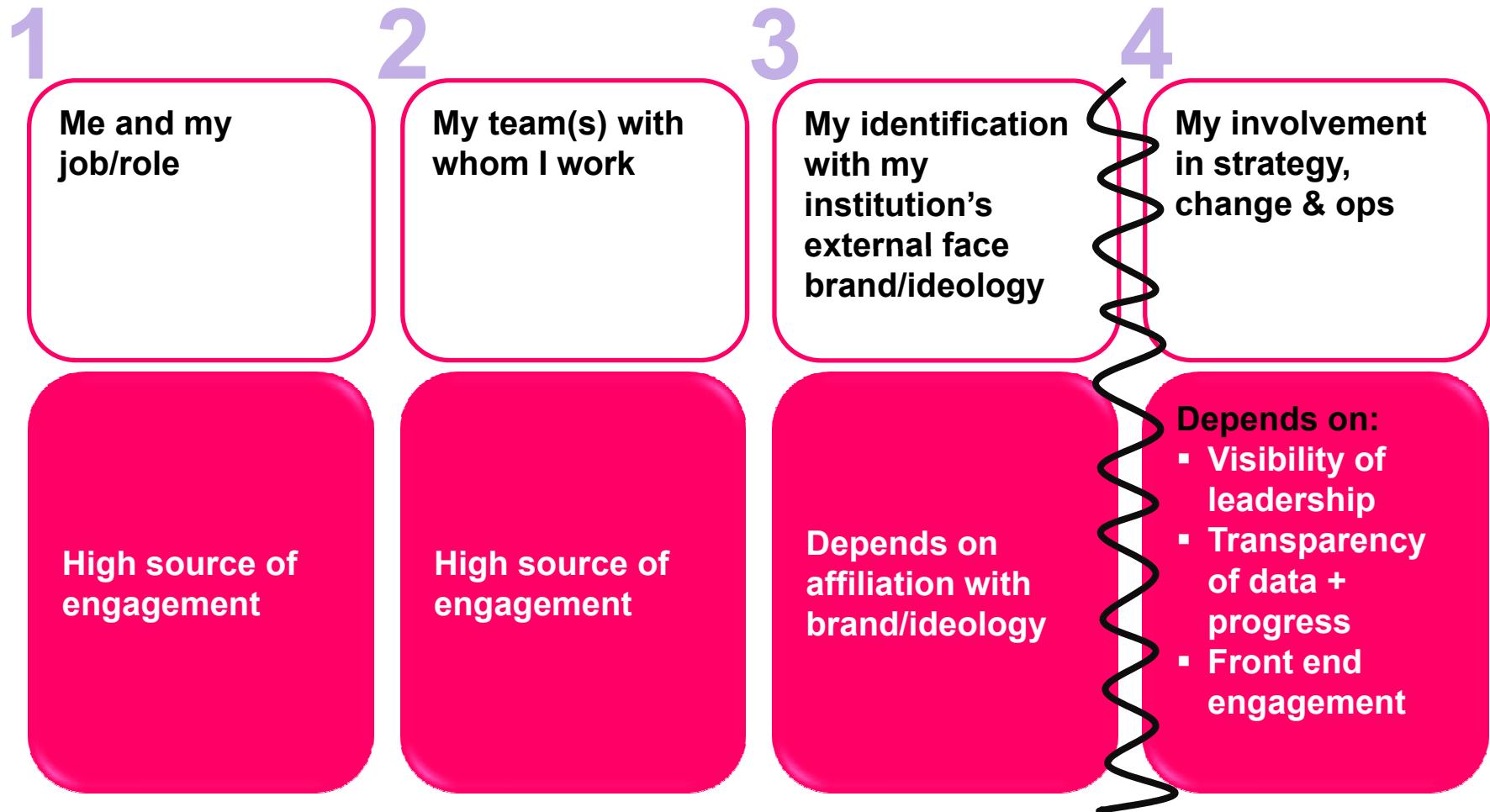


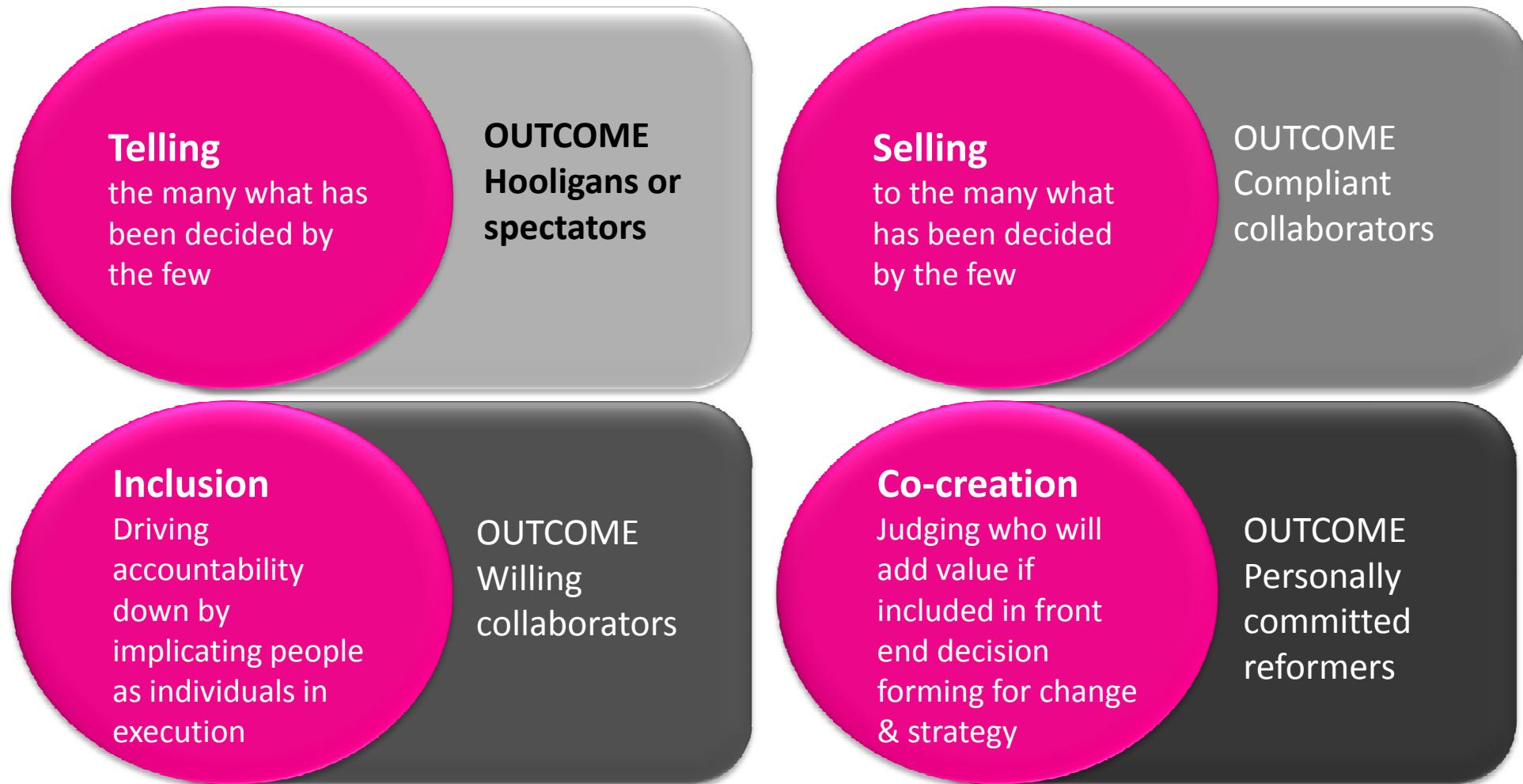
## Part two

1. What is it and is it relevant to you?
2. Designing an intervention that engages your people in delivering strategy, change & operational programmes
3. Building employee engagement capability

# Engaging people in strategy and change scores badly



# What approach to change & strategy has been the norm?



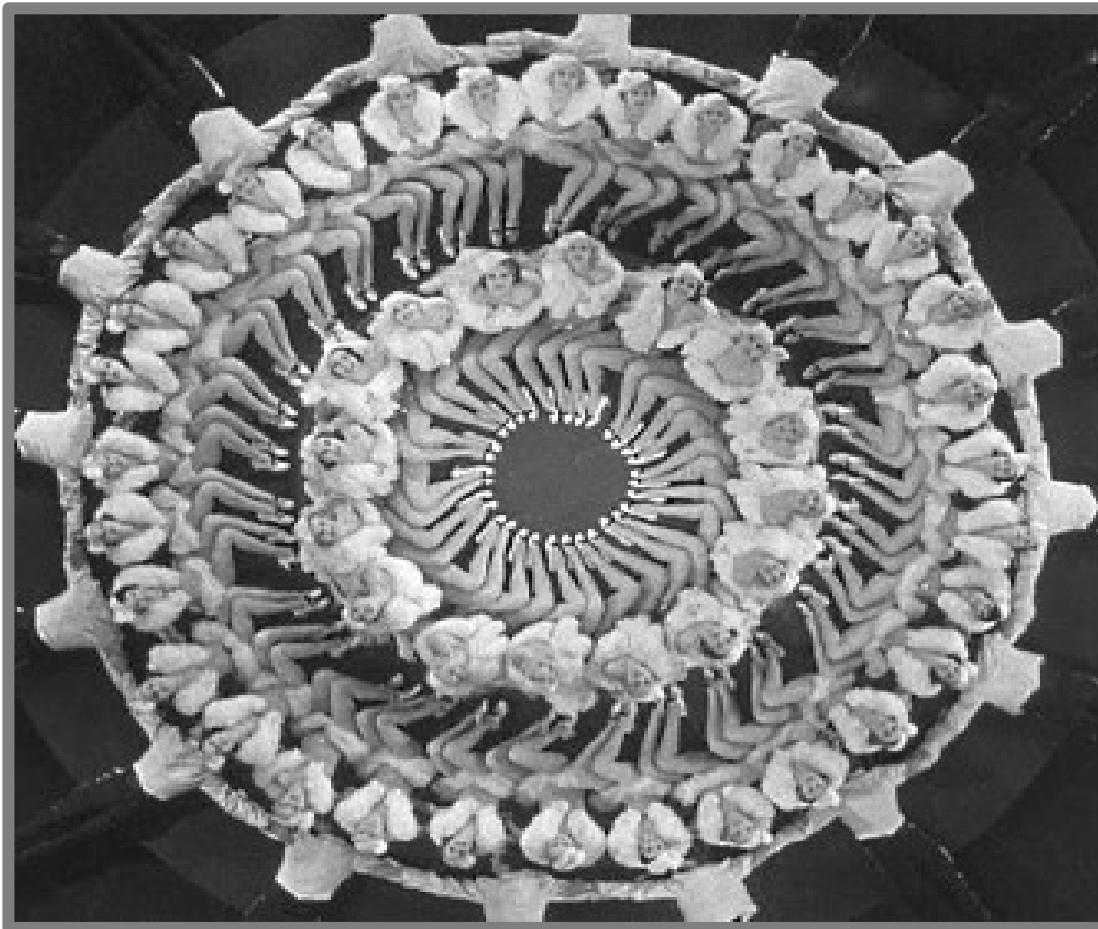
# Generalists solve complex problems



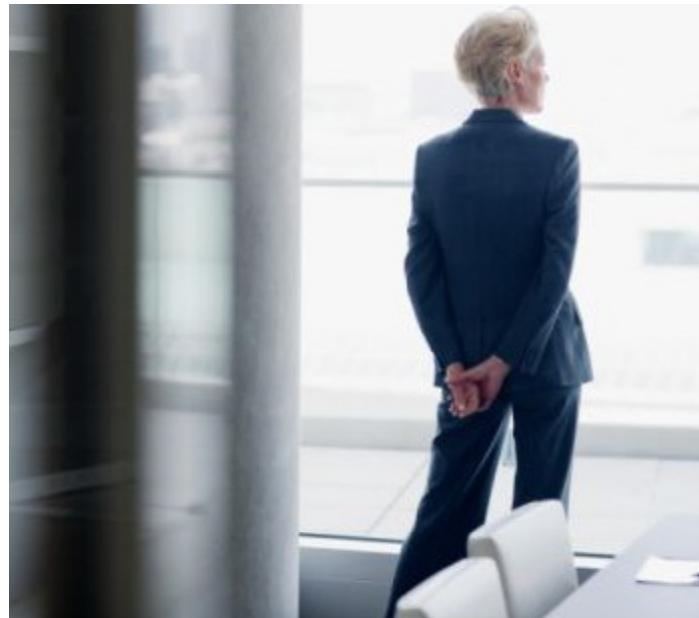
# Your business priorities that you would like to engage people in .....



**Leaders ascend from the dance floor to the balcony to spot the right time to disrupt (after Ronald Heifetz, Kennedy school of political science & Busby Berkeley – 1930s choreographer)**



# Ruby & Geraldine's contrasting experiences of being engaged in big ticket activity



# Total UK: “We had to change the top down norm” MD

Top down....



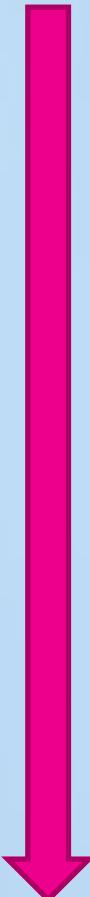
***People engage themselves*** when they are invited to contribute to every day decisions and big ticket strategy and change that affects them and which they can affect.

(Engage for Change)

Or bottom up....

## Employee engagement – it's elective not coercive

Geraldine suffered this familiar pattern of command & control communication:

- 
- 1. Elites decide; often secretly**
  - 2. Messages formed**
  - 3. Messages delivered**
  - 4. Messages impact checked**
  - 5. Messages reinforced**

**= Command, control, align & coerce**

# Whose shoes would you rather be in?



Ruby's shoes



Geraldine's shoes

# **What are our business priorities that you might invite challenge and contribution to:**

- Innovating customer proposition & service/new revenue lines
- Efficiency and cost reduction
- Devising and delivering strategy
- Identification with purpose – pride to drive performance
- Specific operational improvements
- Safety
- ?

# The Engage for Change model of interventions that engage the many

1. Simplicity of vision/purpose/direction: commercial/cultural outcomes
2. Your default approach to engagement – enabler or disabler?
3. Negotiating who should be engaged – the power of the peach
4. Designing a creative intervention to engage your leaders and people
5. Sustaining and delivering – programme management
6. Communicating progress

# **What are our business priorities that you might invite challenge and contribution to:**

- Innovating customer proposition & service/new revenue lines
- Efficiency and cost reduction
- Devising and delivering strategy
- Identification with purpose – pride to drive performance
- Specific operational improvements
- Safety
- ?

# Strategy – ‘Need to Want’

**HOW do we wish to be?**  
Our vision

# Caring ♡

**'Caring'** is about **feeling and showing concern and empathy for others**. It is reflected in our determination to understand and address the specific needs of 21st century families around the world; offering clothes and accessories that are thoughtfully designed and made; providing a shopping experience that is easier and more relaxing for our customers; respecting our people and the environment by doing

business in a responsible manner; choosing only suppliers who stand to a mission of "Carin me."

# Our way!



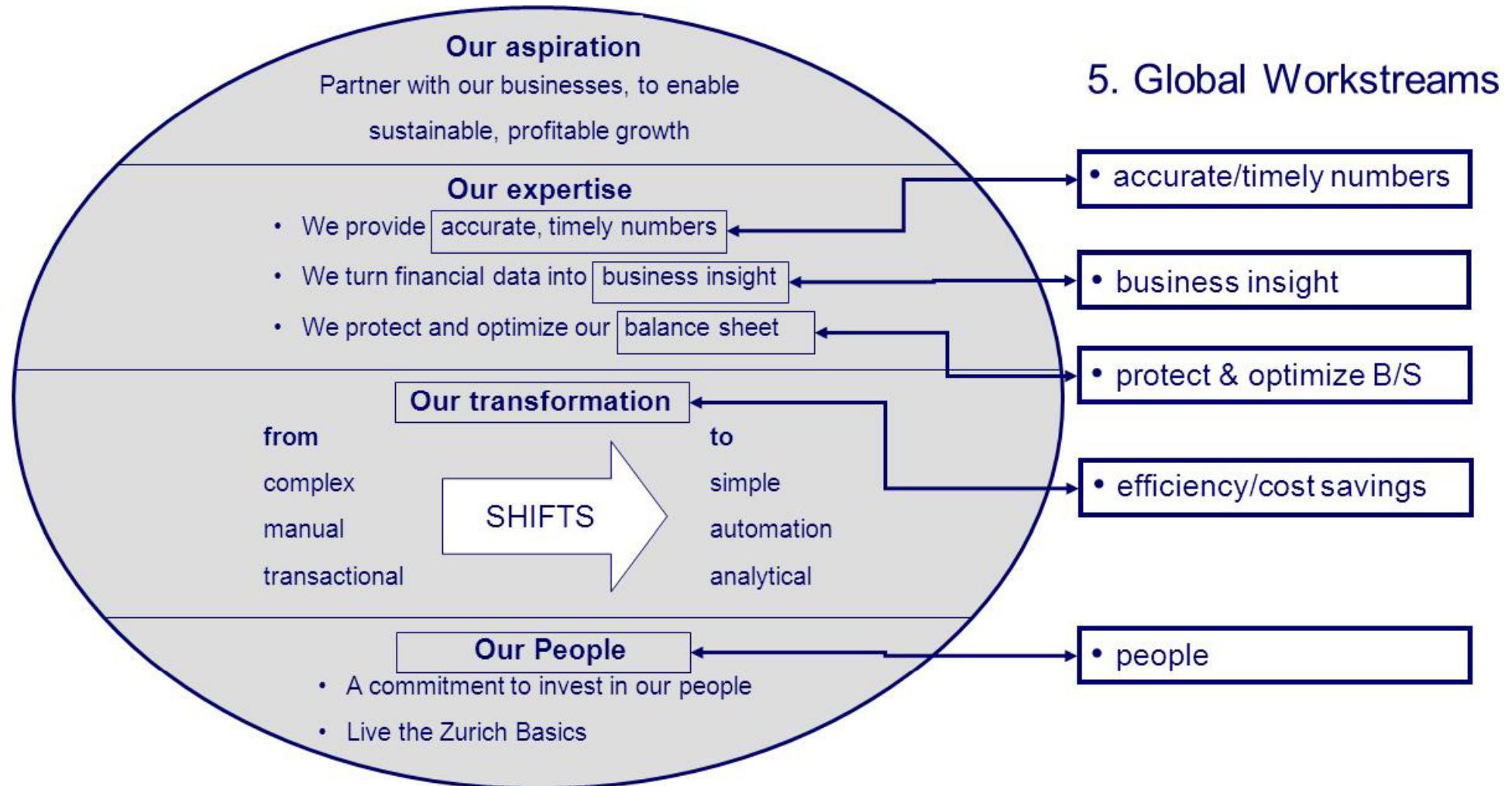
# Amazing \*

**'Amazing'** is about **our intention to make life a little better by introducing an element of anything we do.** This is fashion that looks fabulous, with products that have limited editions and generate retail prices that

are surprisingly competitive and affordable whilst respecting the trusted quality standards that are core to our brand and customers. Amazing means stores that are fun to visit and always have something inspiring for everyone. Amazing means customer service that is smart, sensitive and friendly. **Amazing means "How on earth do they do it?"**

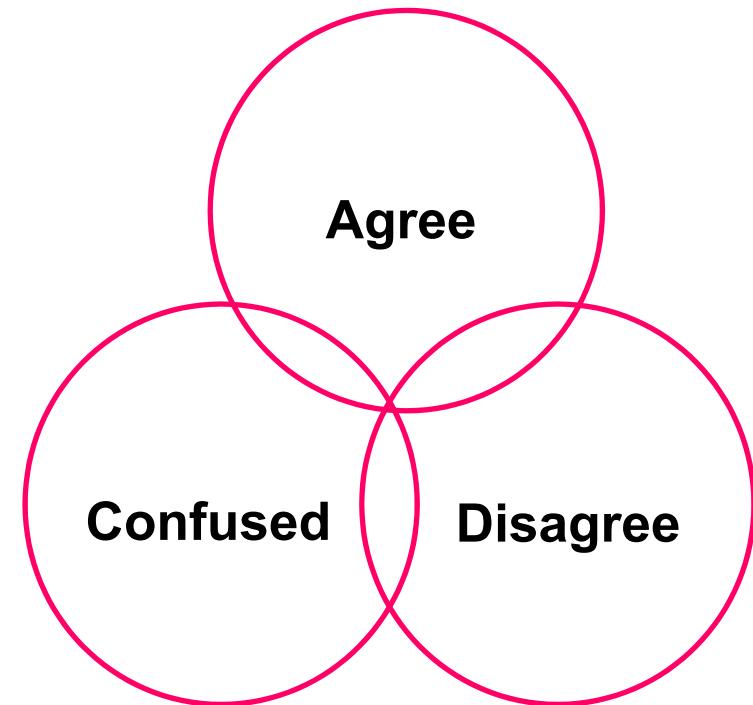


# The “efficiency/cost savings” workstream’s focus is to drive down costs and facilitate Our Transformation

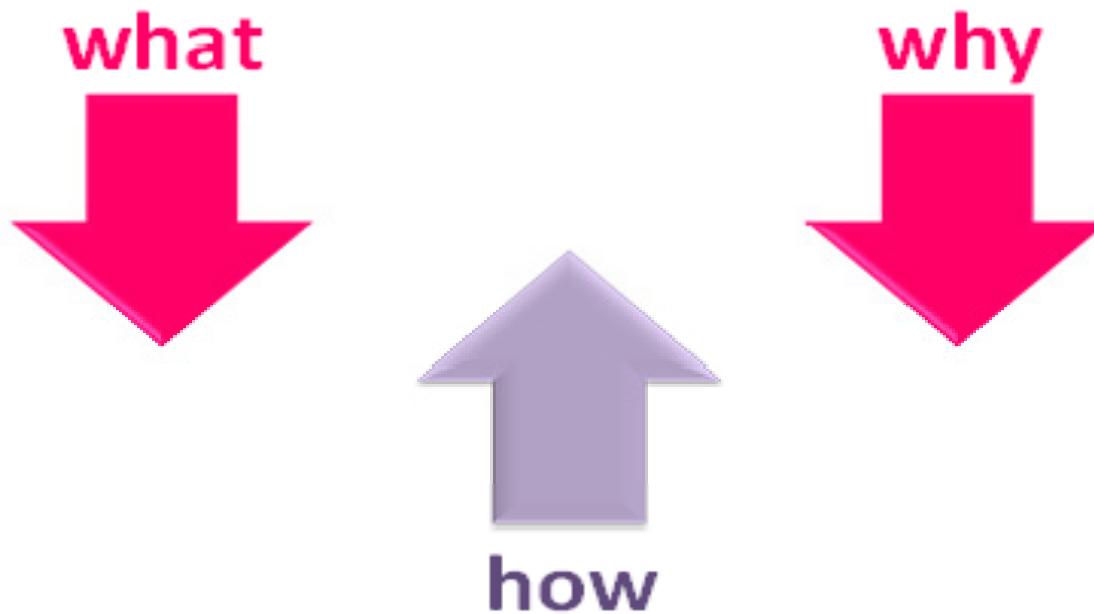


Our Transformation requires our finance function to deliver on initiatives making the 3 SHIFTS

# Negotiating who should be engaged



# The what down, the how bottom up

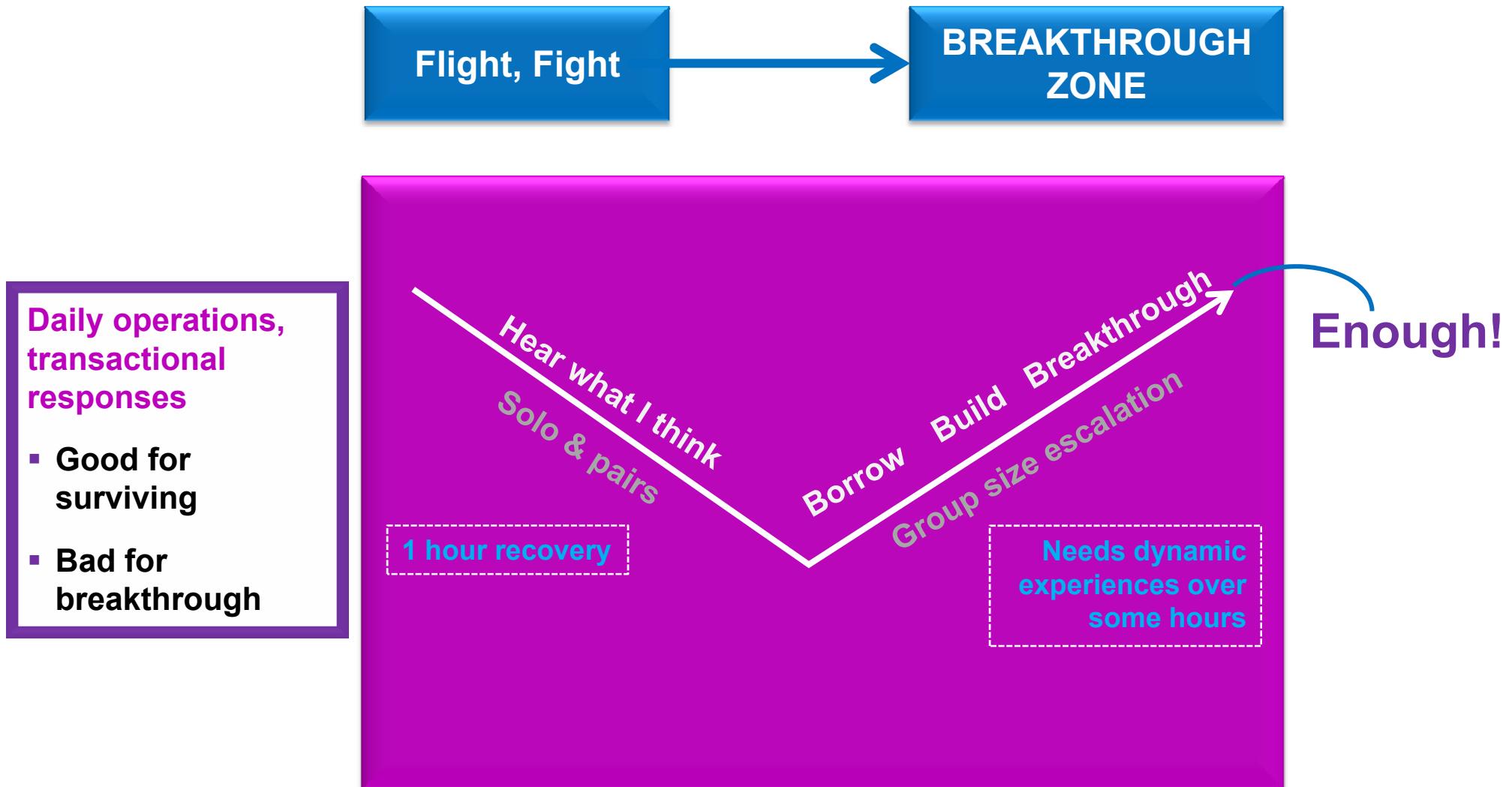


# Generosity with the evidence for change

Employees need the same view / data / experience as decision makers at the front of the train



# Getting people into the breakthrough zone



# The Safari experience





# The DIY pack

**The Thomas Cook Customer Service Challenge Obsession 06**

**Session Summary**

Scene	Title	Video clip No. and name	Participant pack page	Duration (mins)	Time
1	Introduction and the CEO Appears	1 'The CEO appears'		30	
2	Why we need to be obsessed with customer service'	2 'What other organisations are doing'	2 (Research summary also required)	35	
	Our knock-out plans	3 'The Secret Service Dossier'	3 (Secret Service Dossier also required)	40	
	Going one better	4 'Going one better'	4 & 5	25	
	From Vision to reality	5 'Newsflash'	6	10	

**Facilitators**  
Please fill in an electronic version of this feedback and e-mail to your designated business co-ordinator or obsession@thomascook.com If you work in retail, access intradex and complete

**My personal customer service actions**

**Scene 5**  
What I will do to get the proposed no cost, no process implications service innovations up and running quickly

**Scene 4**  
The Obsession Customer Service journey

Planning my holiday → Purchasing my holiday → The Airport Experience → The Flight Experience  
 Thinking about my next trip → Referto transfers and flight → The Resort Experience → Arrival and transfer

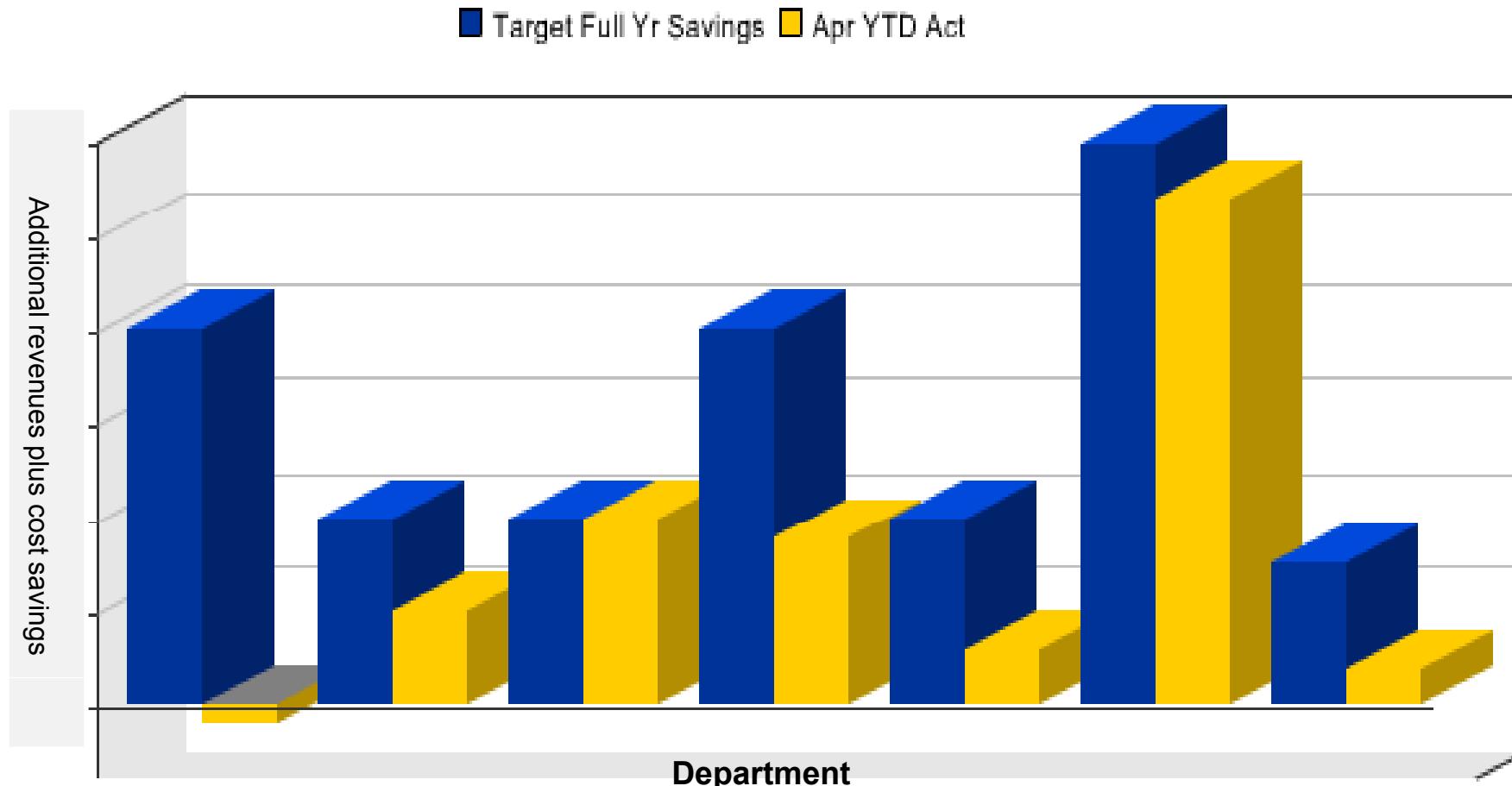
**Challenges**

1. What challenges do you think Thomas Cook faces in order to improve its customer service?  
 2. What ideas have people on the video given you about good customer service?

**Watch Video**

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# Progress & lack of drives performance



.....plus detailed programme impact reporting by Business Unit

# Success factors

- **Strong leadership of direction and governance – but not much else!**
- **Transparency and high visibility of business case + numbers and progress**
- **Engaging people in real business issues – not engagement programmes**
- **Simplicity of aim – ‘Relevance, Need to want’ etc**
- **Clarity of what is given/non negotiable and invitation to others to challenge and contribute**
- **A creative and well governed intervention that does not slip into ‘tell’ and a parallel execution process**
- **A sponsor team that “you can’t put a fag paper between” – Paul Barron**
- **Communication of set backs, progress set against big picture**