

Employee Engagement & Change Management



LINE

‘Employee Engagement is fundamental to driving improved performance in the business’

In today’s global market, it is now more important than ever to ensure collaborative engagement between management and employees.

Catalysing the energy in teams is essential to achieving total commitment and releasing the talent for innovative thinking that is needed to take businesses to the next level of performance.

LINE’s proven change management approach helps organisations unleash the potential for managers and staff to achieve measureable and sustainable change.

We use a highly visual and design-led approach to stimulate strategic thinking and then carry it through to company-wide communications. By working with senior teams, we ensure that any change initiatives are based on a vision that sets out a realistic, credible and attractive future for the whole organisation. We facilitate conversations using visual techniques and tools that lead to significant shifts in thinking and lasting changes in behaviour and performance.

If you are looking to transform your business, to adapt and even flourish in today’s global market, we can help you.

As demonstrated in the following case studies, our approach to employee engagement has been successfully used to:

- clarify vision and strategy
- raise awareness of behaviour patterns and communications that block innovative thinking and performance
- release new energy within teams by promoting understanding of the challenges ahead
- stimulate innovation and service improvement ideas
- generate energy for, and commitment to, the development and adoption of more efficient business processes
- focus communications for impact

Employee Engagement & Change Management

Body Shop - Future Fit

⋮ The context and challenge:

To retain its competitive edge The Body Shop needed to reduce headcount, restructure its business and streamline its processes. In doing so, they were concerned that productivity would dip and it would be difficult to engage people around the new vision and strategy.

⋮ Solution and Results:

LINE helped define the culture needed to support the organisation's new vision and strategy and stimulated it taking root in day-to-day business. The organisation-wide culture change programme included Leading Change workshops, Transitions workshops and group coaching sessions. A seven step Team Energy process was used to engage the whole organisation around the vision of the future.

“You created an open and honest environment with high levels of involvement, no taboos! We learnt valuable new techniques and awareness strategies. Your use of visuals made things much more engaging and memorable. I liked your flexible approach to our needs.”

Manager, The Body Shop



Ford - Feel the Difference

⋮ The context and challenge:

Ford's new brand strategy aimed to renew a sense of pride in all 25,000 employees. Every employee needed to engage with the brand and understand that 'Feel the difference' was central to Ford's future in Europe. The challenge was to do this inexpensively but still convey the energy of the new brand identity.

⋮ Solution and Results:

LINE created print collateral and an online communications programme based around a virtual car show. This takes the audience through a journey from understanding the nature and importance of brand to understanding how they can help with the process of change in a thoroughly interactive and engaging format.

The project won an IVCA Gold award for Internal Interactive Media in 2008.



Employee Engagement & Change Management

L'Oréal - Team Vision and Purpose

⋮ The context and challenge:

A senior management team within L'Oréal UK wanted to get greater insight into their own and each other's preferred communication styles, and then to reevaluate their core purpose and the contribution of their monthly meetings to the overall business.

⋮ Solution and Results:

LINE first conducted the Myers Briggs (MBTI) questionnaire and feedback process, and then designed a bespoke single day workshop that used the individual test results and developed questions and activities relating to the team and its goals. The outcome was a highly challenging and effective day, during which the team realised they could add more value in other management meeting configurations and discussions. The team decided to disband the group in its current form, thus saving one day per month of senior management team time.

"It was a hugely productive day with excellent facilitators where we achieved a deeper understanding of our core purpose and worked through some very knotty issues - a much needed session of corporate osteopathy."

HR Director, L'Oréal UK.

Foreign and Commonwealth Office - Future Firecrest

⋮ The context and challenge:

The Foreign and Commonwealth Office were implementing a new information management system - Future Firecrest. The challenge was to engage 15,000 staff worldwide to deal with the issue of records management and the new system in the new world, now influenced by the Freedom of Information Act.

⋮ Solution and Results:

LINE developed material to enable employees to manage information effectively within existing paper-

based systems and with the new IT system. The materials created included: Launch teasers (online and as ice-breakers for meetings), branding, interactive presentations and systems training.

Department for Work and Pensions (DWP) - Standard Operating Model

⋮ The context and challenge:

DWP wanted to adapt a commissioning model from the private sector and implement it throughout their Directorate of Communications. The aim was to gain better commercial value through centralised functions and to improve the efficiency of the process overall. Their target audience was 600 communications commissioners.

⋮ Solution and Results:

LINE facilitated a series of Sense Making workshops with key stakeholders. We created a brand for the commissioning model and developed a cascade framework to engage the entire audience. We also designed and delivered support material and collateral for the initiative, including print materials, event design and all digital communications.



"The event was extremely well facilitated, highly interactive and visual; I was particularly impressed by your ability to drive the agenda forward and closedown conversations that were running on too long."

Team Leader, DWP

Employee Engagement & Change Management

UK Border Agency (UKBA) – Managing Change

⋮ The context and challenge:

As an organisation, the UKBA has been through a period of immense change, including its name, structure and remit. One of the most recent and ongoing initiatives has been the introduction of the new Points Based Immigration System which has changed the role of many of its staff considerably and fundamentally changed and improved the way they do business.

⋮ Solution and Results:

LINE worked with the UKBA to design and deliver a number of face-to-face workshops throughout the UK which were supported by a toolkit of online resources on Managing Change. The workshops explored the nature of change and how it affects teams. Integrating the Managing Change programme directly with the new way of working, LINE went on to develop the full Points Based System training package, a combination of online resources, e-learning and 3-day workshops with hands on technical training on the new system.

IKEA - Home Furnishing Program

⋮ The context and challenge:

IKEA needed to bring the ‘heart’ of their vision back to staff. They approached LINE to help develop the largest learning and communications intervention undertaken – approx 100k+ staff.

LINE co-developed a series of short workshops and innovative films to enable IKEA Vision ‘champions’ around the world to deliver key messages refreshing the core values of the organisation. The initiative included a communication cascade, three highly engaging films, and workshop collateral.

⋮ Solution and Results:

The program was piloted very successfully in Sweden, Holland, Singapore and Russia. The initial four month staged communications cascade is currently in its first month. Once roll-out is achieved globally, the ‘champions’ will begin scheduling workshops.

How can we help you?

Our consulting services include:

Business

- HealthCheck
- Strategy for learning
- Managed services
- Benchmarking

Learning, Knowledge & Communication

- Learning transformation
- Design Academy
- Informal & user-generated learning
- Facilitation
- Leadership development
- Change management

Technology

- Technical strategy for L&D
- System selection and procurement
- Platform integration: handheld / mobile



Need to get your message across?

- ⋮ call London: + 44 (0)207 243 5110
- ⋮ call Sheffield: +44 (0)114 223 8550
- ⋮ call Zurich: +41 (0)44 278 2990
- ⋮ email us at: info@line.co.uk
- ⋮ visit our website: www.line.co.uk

LINE