Speaking the Right Language to Engage Stakeholders and Align to Organisational Culture

Presented by:

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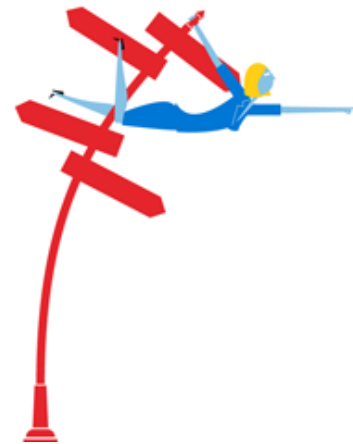
Roadmap

- Northern Gas Networks
- The Driver for Talent Development
- Engaging with the Right Partner
- Embedding the Organisational Culture in AC Methodology
- Success of the Outputs
- What Next….

Northern Gas Networks

Who we are

- Northern Gas Networks (NGN) transports natural gas to 2.7 million customers across the North East, North, East and West Yorkshire and Northern Cumbria

- 37,000km of gas pipelines transport 82,000 GWh of energy annually

- We have over 1,500 direct employees and a further 600+ employed through service providers

Core activities:

- Replacement - 500km per annum

- New Connections - 8,000 per annum

- Emergency & Repair

- Maintenance

- Major Projects - rebuild/refurbish

Our Culture
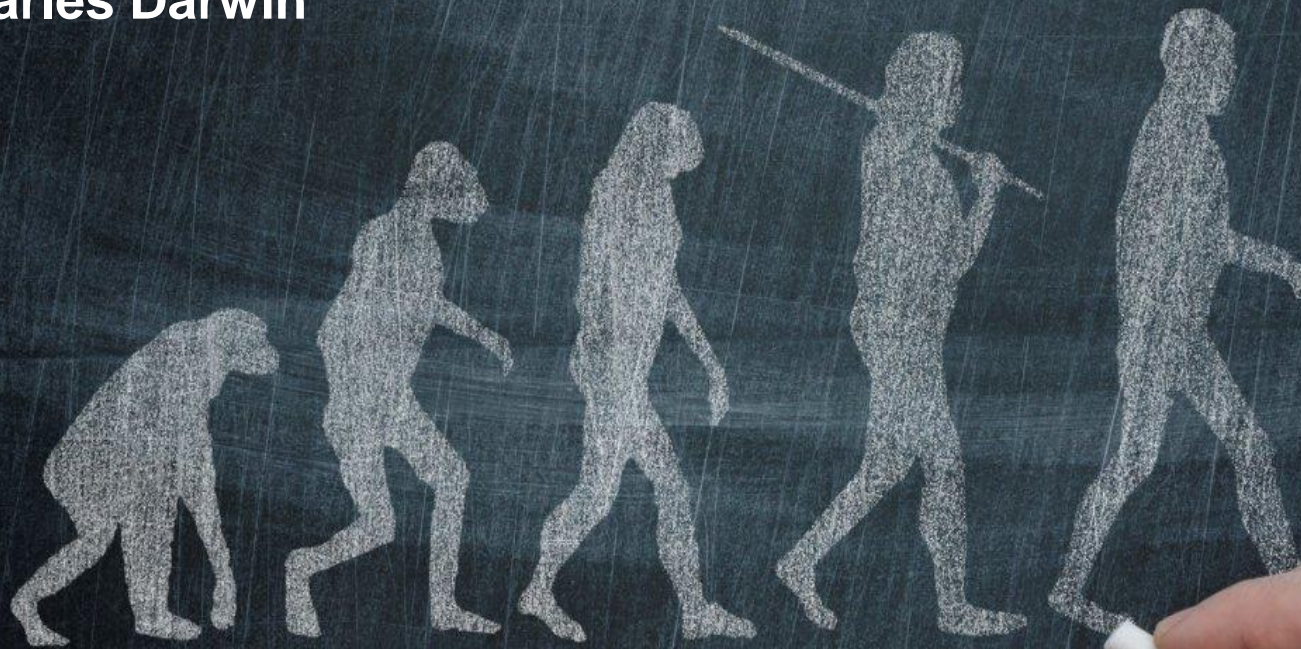

to go where no other utility has gone before....

Our Approach to Change

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."

Charles Darwin

The Drivers for Talent Development

Why Northern Gas Networks?

- In 2010, we were the worst performing gas network for customer service.

- Over the last five years we have transformed ourselves from a engineering focussed utility, to a customer focussed business.

- This has been driven relentlessly through a focus on culture – creating the right culture to deliver for our customers.

- We are now the lead GDN for all performance areas, and are being recognised outside of the sector.

And why now…

- We recognised that in order to push the business further, we needed to invest more in developing our own people.

- This is something that had not been at the forefront of our minds.

- The 'what' in this was really important. This wasn't simply about training or coaching, this was about allowing our people to understand where their strength were, and through self motivation and awareness, build on these areas.

- It was also about understanding our keys weaknesses, not just on an individual level, but on a team and business level.

Our Dream for the Talent Centre

Do something different

Make it challenging

Keep it fun

Engaging with the Right Partner

Understanding and Challenging

CCL Competencies

- Resourcefulness
- Doing Whatever it Takes
- Being a Quick Study
- Decisiveness
- Leading Employees Confronting Problem Employees
- Participative Management
- Change Management
- Building Relationships
- Compassion and Sensitivity
- Straightforwardness and Composure
- Balance Between Personal Life and Work
- Self-Awareness
- Putting People at Ease
- Differences Matter
- Career Management

"We don't see ourselves as similar to other utility suppliers, we benchmark against the likes of John Lewis for their customer service"
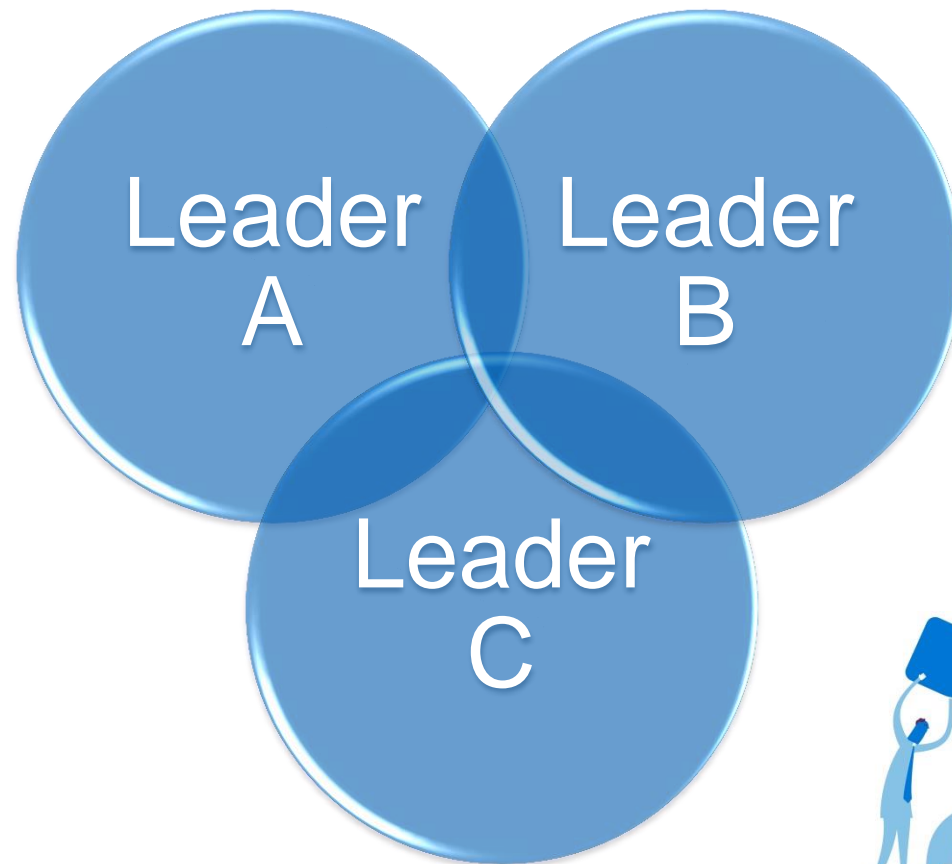**Mark Horsley, CEO**

"Wouldn't it therefore be better to create your own set of competencies to include in this process?"
a&dc

CCL Leadership Priorities

- Improve the ability to lead employees, handle problem employees and lead teams
- Provide significant broad, cross-organisational experiences and learning

Aligning the Solution

Embedding the Organisational Culture in AC Methodology

Project Stages

October	October	October	November	January
• Job Analysis Research	• Creation of NGN's Behaviours and Identification of Talent Pools	• Choice of Activities and Design of Talent Centre	• Talent Centre Delivery	• Trend Analysis

- 1:1 Interviews with Directors and High Performers
- Focus Group with wider BRG
- Data Coding
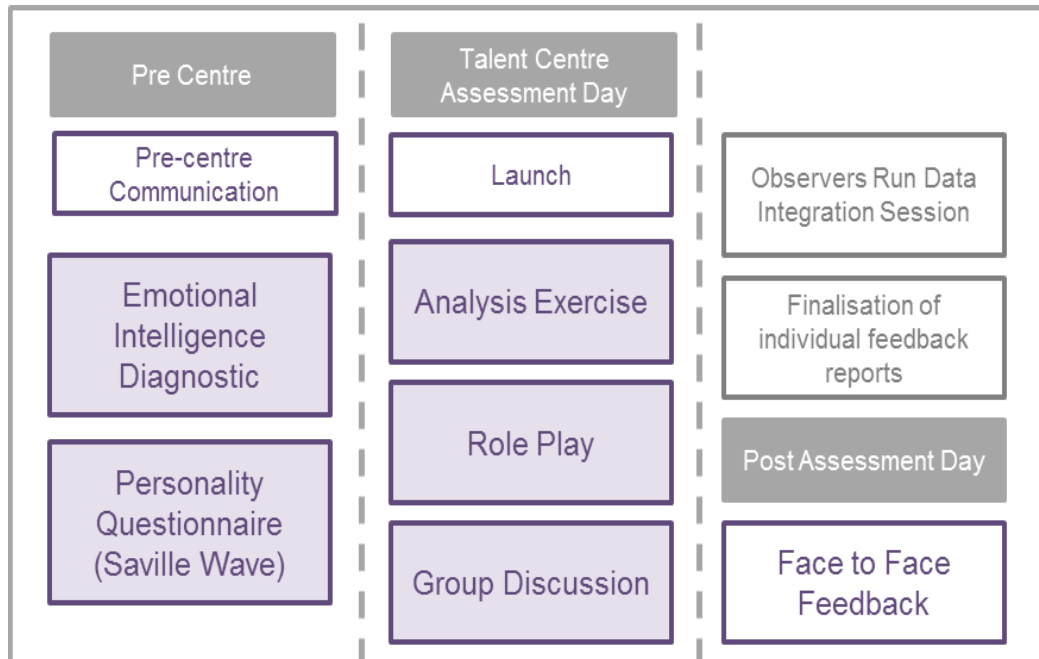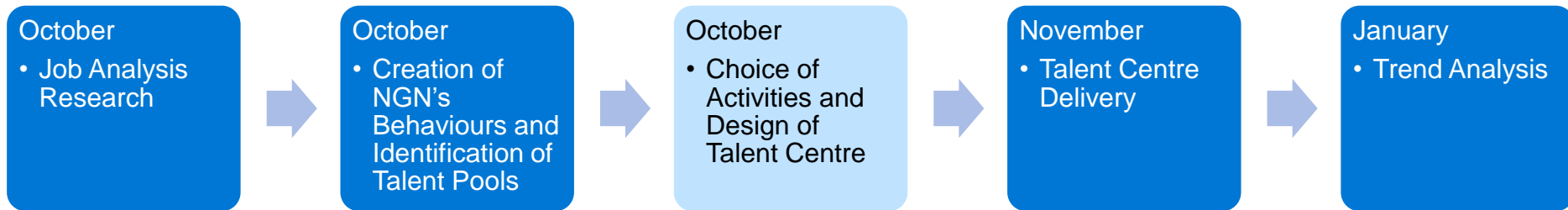- Thematic Analysis
- Grounded Theory approach

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Competency	Definition
We…are great individually	By…showing total commitment to NGN, successfully managing our behaviour and role modelling this to others
We…are great together	By…building fun, engaging relationships, empowering colleagues and working in partnership with others
We…keep learning	By…being curious and committing ourselves, team members and NGN to always look for opportunities to learn and improve
We…relish change	By…being brave and confident when facing uncertainty and when overcoming challenges
We…look forward and out	By…benchmarking against the best and developing great networks to help us now and in the future
We…make bold decisions	By…being data driven and thinking commercially to arrive at the best judgement
We…get things done	By…planning and prioritising and being action oriented to deliver what we promise to the highest possible standards

People Manager

We…Get Things Done

We…Keep Learning

We…Are Great Together

We…Are Great Individually

We…Make Bold Decisions

Specialist

We…Relish Change

We…Look Forward and Out

Networker

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Pre Centre	Talent Centre Assessment Day	
Pre-centre Communication	Launch	Observers Run Data Integration Session
Emotional Intelligence Diagnostic	Analysis Exercise	Finalisation of individual feedback reports
Personality Questionnaire (Saville Wave)	Role Play	Post Assessment Day
	Group Discussion	Face to Face Feedback

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Rating	Descriptor
1	Armchair enthusiast
2	Backmarker
3	On the Grid
4	Pole Position
5	Podium

Scrutineers (a&dc)
- Observe and record behaviour
- Evaluate performance against competencies

Navigators (Actors)
- Take part in simulation exercises
- Trained to play specific role

Course Marshal (a&dc)
- Ensure the event runs smoothly
- Reads the exercise instructions
- Manages the timetable

Formula 1

Clerk of the Course (a&dc)
- Oversees event and ensures its smooth running Delivers the welcome briefing
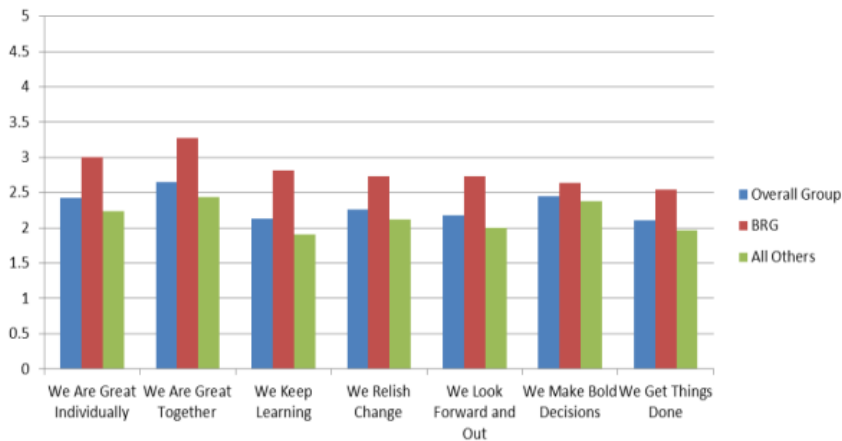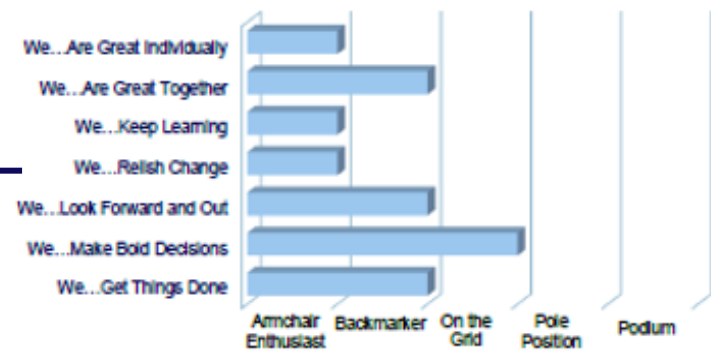
F1 Racers (Participants)

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Mean Scores for Overall Competency Score

Legend:
- Overall Group
- BRG
- All Others

Categories: We Are Great Individually, We Are Great Together, We Keep Learning, We Relish Change, We Look Forward and Out, We Make Bold Decisions, We Get Things Done

Your Diagnostic Summary

Categories:
- We...Are Great Individually
- We...Are Great Together
- We...Keep Learning
- We...Relish Change
- We...Look Forward and Out
- We...Make Bold Decisions
- We...Get Things Done

Scale: Armchair Enthusiast, Backmarker, On the Grid, Pole Position, Podium
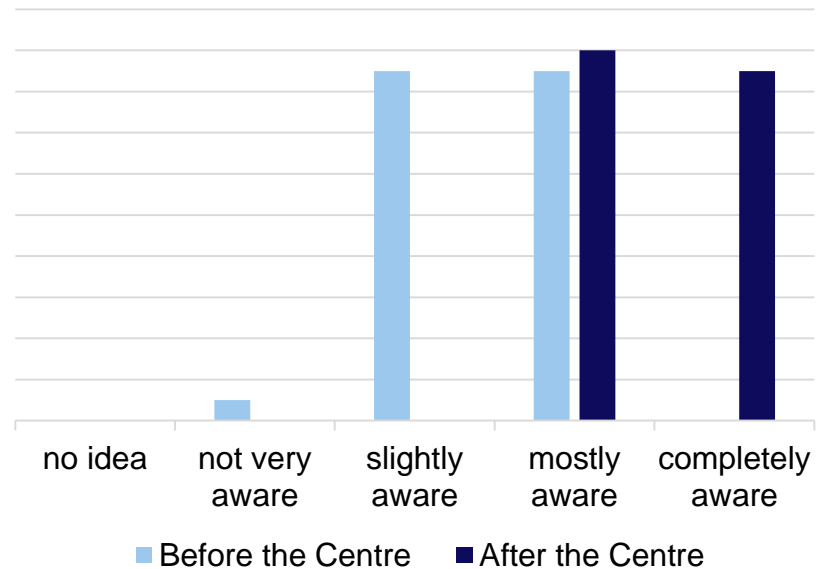
Success of the Outputs

Providing Greatest Certainty

Greatest certainty has been considered from the outset

Levels 1,2,3 and 4 measures built in at design stage

Participants' self rating of awareness of their own strengths and development areas

Key Identified Winning Behaviours

The behavioural clusters are shown in ranked order based on the frequency in which they were found within each's individual's feedback report

Behaviour	Rank	% of whole group	% of BRG	% of all others
Working with Others	1	24%	34%	21%
Business and Strategic Thinking	2	13%	9%	15%
Learning, Challenge & Change	3	14%	21%	12%
Inspiring Others	4	21%	30%	18%
Analysis and Decision Making	=5	21%	24%	20%
Delivering Results	=5	9%	12%	8%
Communication Style	7	10%	9%	10%
Driving Standards	8	18%	18%	18%
Managing Performance	9	4%	2%	5%

Key Identified Drag Behaviours

The behavioural clusters are shown in ranked order based on the frequency in which they were found within each's individual's feedback report

Behaviour	Rank	% of whole group	% of BRG	% of all others
Personal Impact and Style	1	17%	14%	18%
Planning and Prioritising	2	14%	27%	10%
Managing Performance	3	19%	21%	18%
Business and Strategic Thinking	4	16%	27%	13%
Communication	5	9%	7%	10%
Working Well with Others	6	7%	11%	6%
Learning Challenge & Change	7	10%	11%	10%
Better Decision Making	8	8%	7%	8%
Motivating and Developing Others	9	3%	0%	3%

Really Positive Colleague Feedback

It has given me confidence that I am self aware of my strengths and areas for development.

I think the thing I took away from the Talent Centre was that I should spend more time building rapport with people and also to celebrate success and not dwell on failures, just learn from them then move on.

Open and honest feedback. Some of the data will assist with my work place challenges, particularly developing a new team of managers.

Practical feedback and although confirmed some things I knew about myself surprised me in other areas.

I am clear on what to go on and do, however, I need to figure out what that looks like.

The bringing together of each element assessment against one of the seven competencies (or more). Very clever checks and balances.

The Reality of Feedback

- Some people found the feedback really hard to take

- Some people felt angry that they had been put through it

- Some people felt confused as they hadn't been selected for the talent centre

We really looked hard at how we had engaged with people before, during and after the talent centre. We asked ourselves:

- What could we have done better?

- What next?

What next...

- Looked for themes in the outputs – eg managing performance

- This led to discussions about how clear people were on their role in the business

- We have now led a project to make sure everyone in the business has a relevant and focussed role profile

- Also lots of examples of peer to peer coaching, and sharing of information and experiences
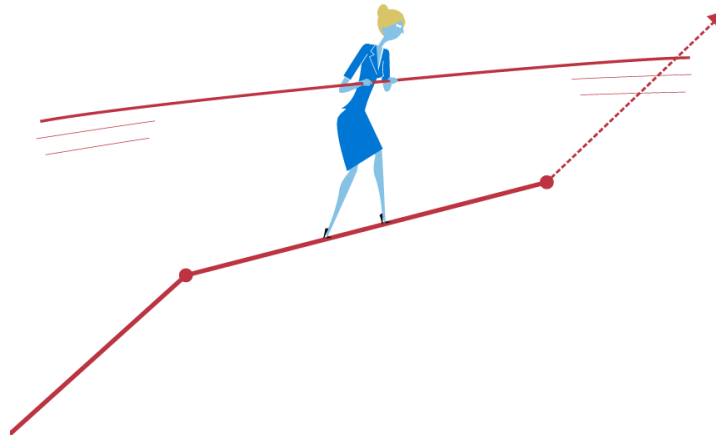
So What??
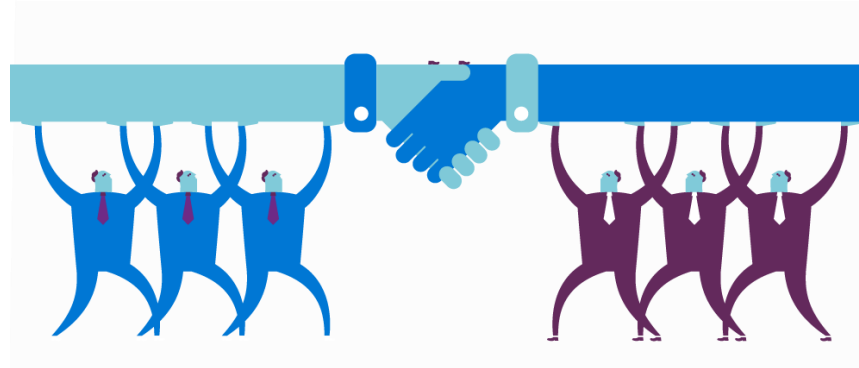
- **Clarity** and **transparency** of strengths, development areas and leadership roles best suited to these
- Help the business **support each person** as an individual
- Provide individuals with **guidance** on where and how to focus
- Cemented the **importance of organisational culture** not just to influence benchmarks and the context of design