Engagement Survey: 'You Said, We Did'

We are on it!
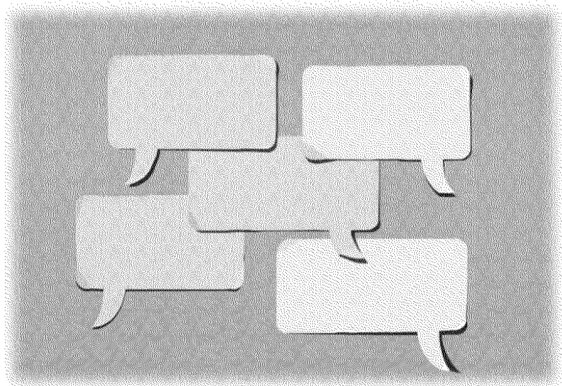
Q1 – April to June 2023

POST OFFICE

Overall scores

Engagement: 68%

- UK norm is 71%
- Engagement gap in lower grades widens

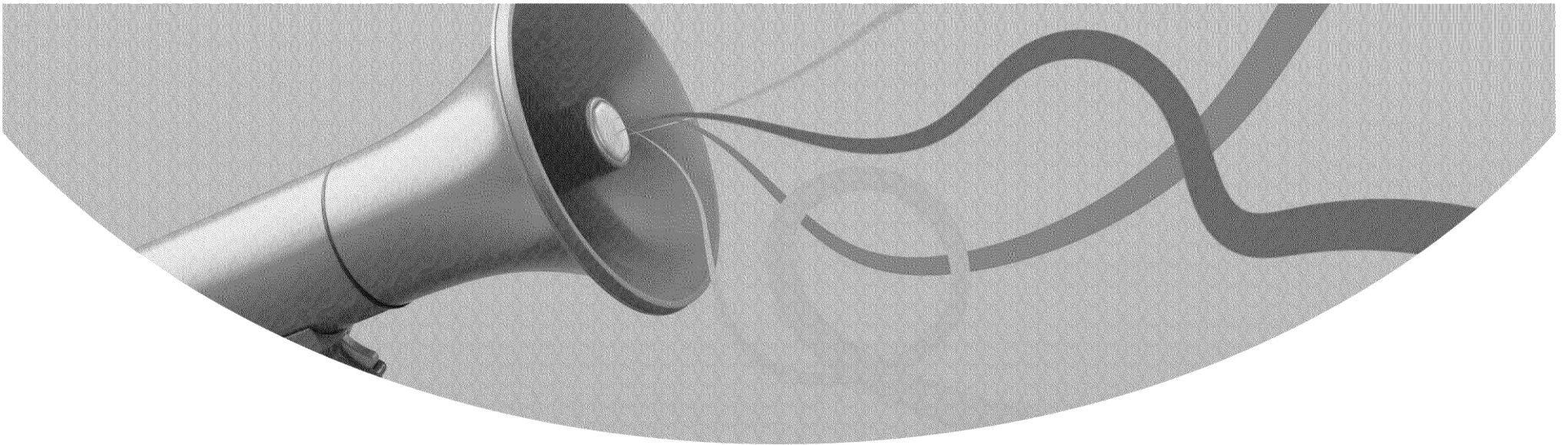| Target: >75%	2025

Participation: 36%

- Particularly low in DMBs/SC c18%
- Rest of business c50%

Target: >40% & >75%	2025

'You said...
We did'

Overall results & themes: SLP

Positives

Respectful, friendly and supportive

I feel proud to work for Post Office	72%
I am provided with the freedom to make appropriate decisions in my job	71%
Where I work, people can share their opinions, ideas, feedback or concerns without fear of negative consequences	74%
I understand how my role contributed to overall strategy	74%
I believe my views are listened to when I share my opinion	70%
Where I work people are treated fairly	73%

Opportunities

Bureaucratic, fragmented and inefficient

Support for career development & performance discussions	47%
Senior leaders lead by example and in line with WOW	39%
Communication and consistency with POL Purpose and Vision	44%
SLP feeling under constant strain, bureaucracy & inefficiency	70%
Confidence in senior leadership	39%

You said . . .

1. Better support to achieve career objectives

2. Ways Of Working being demonstrated everyday

3. Improve internal two-way communication

4. Removal of strain, bureaucracy and inefficiencies

5. Focus on building trust and confidence in Senior Leadership

We are on it!

1.You said . . . Better support to achieve career objectives

| 1 | Reviewing all of our talent, recruiting, promotion & development processes to ensure we are opening up ALL opportunities | Q1 FY23/24 |
2	Focus on embedding 'Everybody's Conversations' to allow for better discussion on behaviour/skills development	Q1 FY23/24
3	Introducing a career and competency framework	Q3 FY 2023
4	Ensure all colleagues have a Personal Development Plan in place	June 2023

We are on it!

2.You said . . . Ways of Working being demonstrated everyday
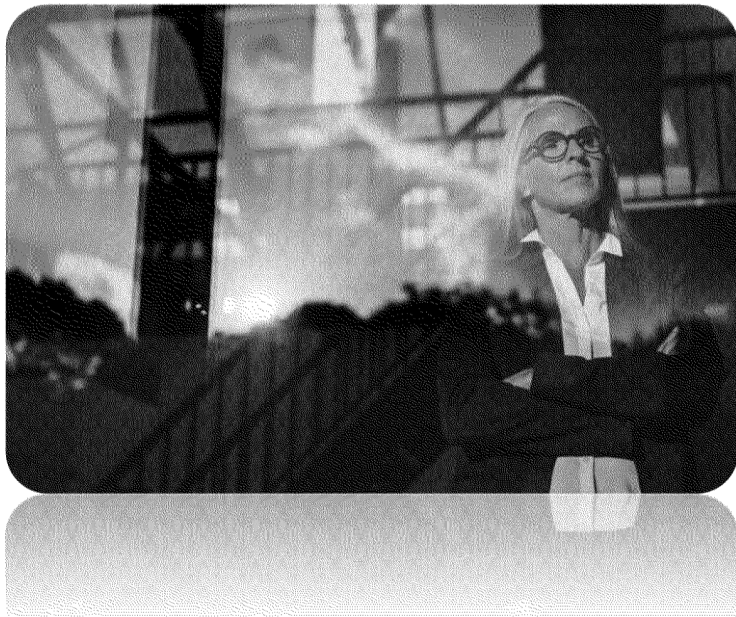
|		
1	Embedding Ways of Working into recognition tools and all People processes	Q2 2023
2	Review the Ways of Working to ensure supporting statements accurately reflect how we do business and re-launch	Q1 2023
3	Regular reference to ways of working at 10@10, town halls and time to reflect in team meetings	May 2023
4	Ensure STIP and LTIP are aligned to reward great behaviours	May 2023

We are on it!

3.You said . . . Improved internal two-way communications
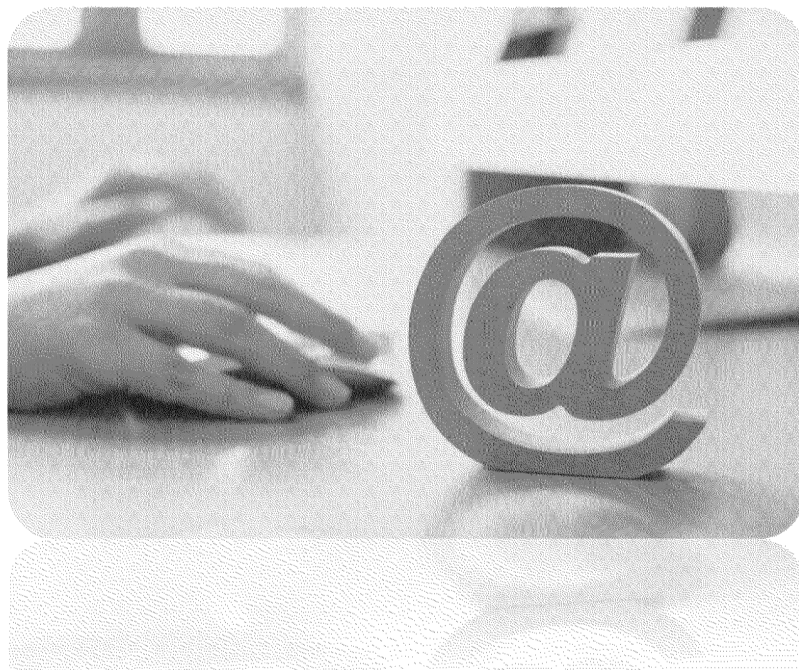
All SLG communications/update to be circulated after events and feedback sought on content/improvements	**April 2023**
Open and honest two-way communication through 'engagement forums'	**Q1 FY23/24**
Ensuring the voice of the Postmaster is understood in the centre through Postmaster consultation and Engagement forum	**Quarterly**
Review social media/communication channels to reach all audiences & ensure feedback (ie App for non-connected colleagues/PMs)	**June 2023**
Survey 'pulse' action planning and quarterly progress updates in town halls	**Quarterly**

We are on it!

4.You said . . . Removal of strain, bureaucracy & inefficiencies

1	SLG to identify areas for streamlining & improvement	April 2023
2	Priorities for each business areas to be determined	May 2023
3	Removal of overlaps and conflicting priorities/work	TBC
4	Simplification of IT & process efficiencies (eg recruiting, onboarding, data and procurement)	TBC
5	Greater teamwork & collaboration	TBC

We recognise it and need to be on it!

Breakout Groups : tables/rooms of teams with facilitator

1. **Better support to achieve career objectives & performance discussions (Richard)**

2. **Ways of working being demonstrated every day (Zdravko)**

3. **Improve 2-way internal communication (Tim)**

4. **Removal of strain, bureaucracy & inefficiencies (Owen)**

<u>You will all have 15 mins in teams to focus on the actions that we have agreed.</u>
<u>We would like you to;</u>

A. Sense check the actions against each section?
B. Have we missed any actions?
C. Is there anything else we need to have on the list?

Leadership Behaviours
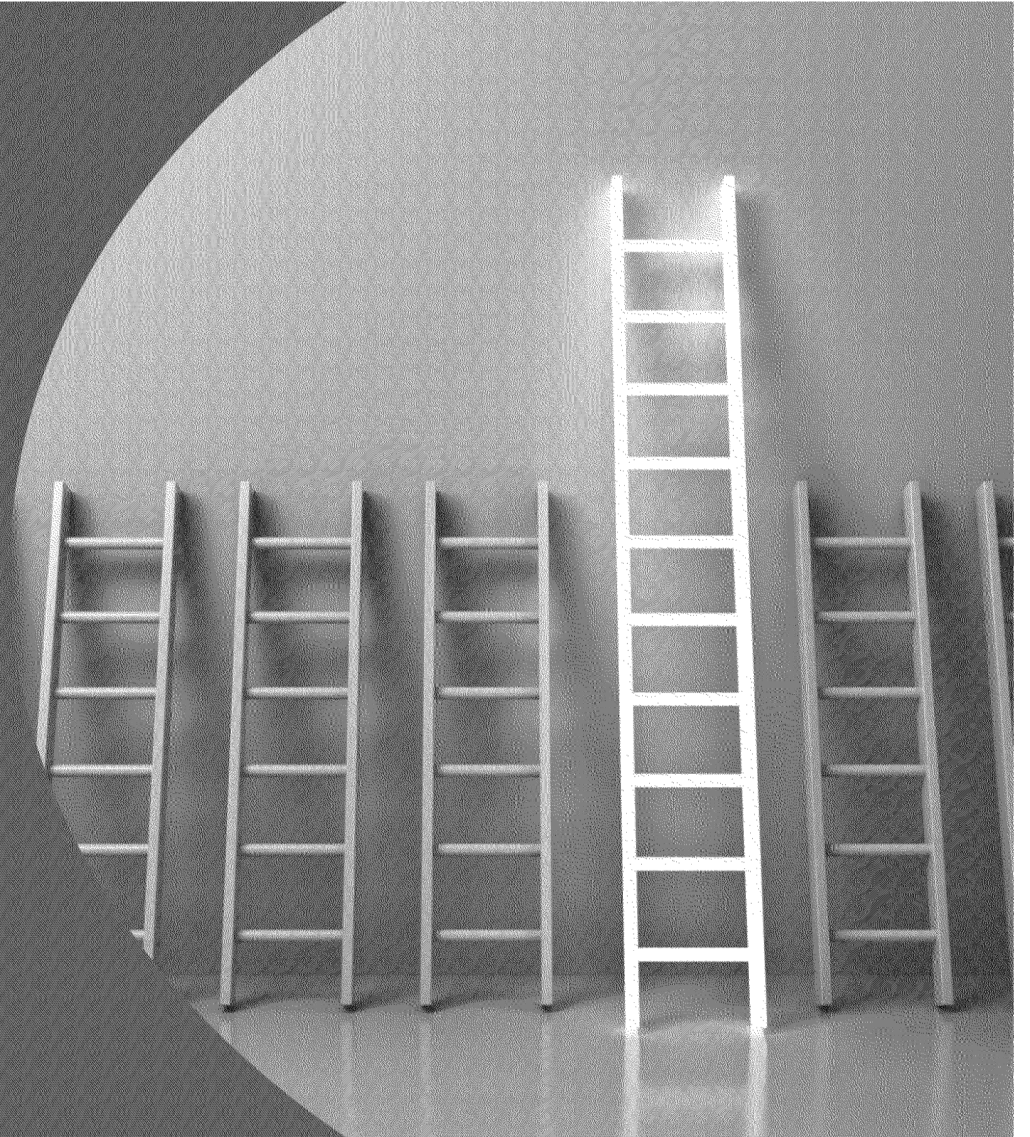
TRUST (Francis Frei)
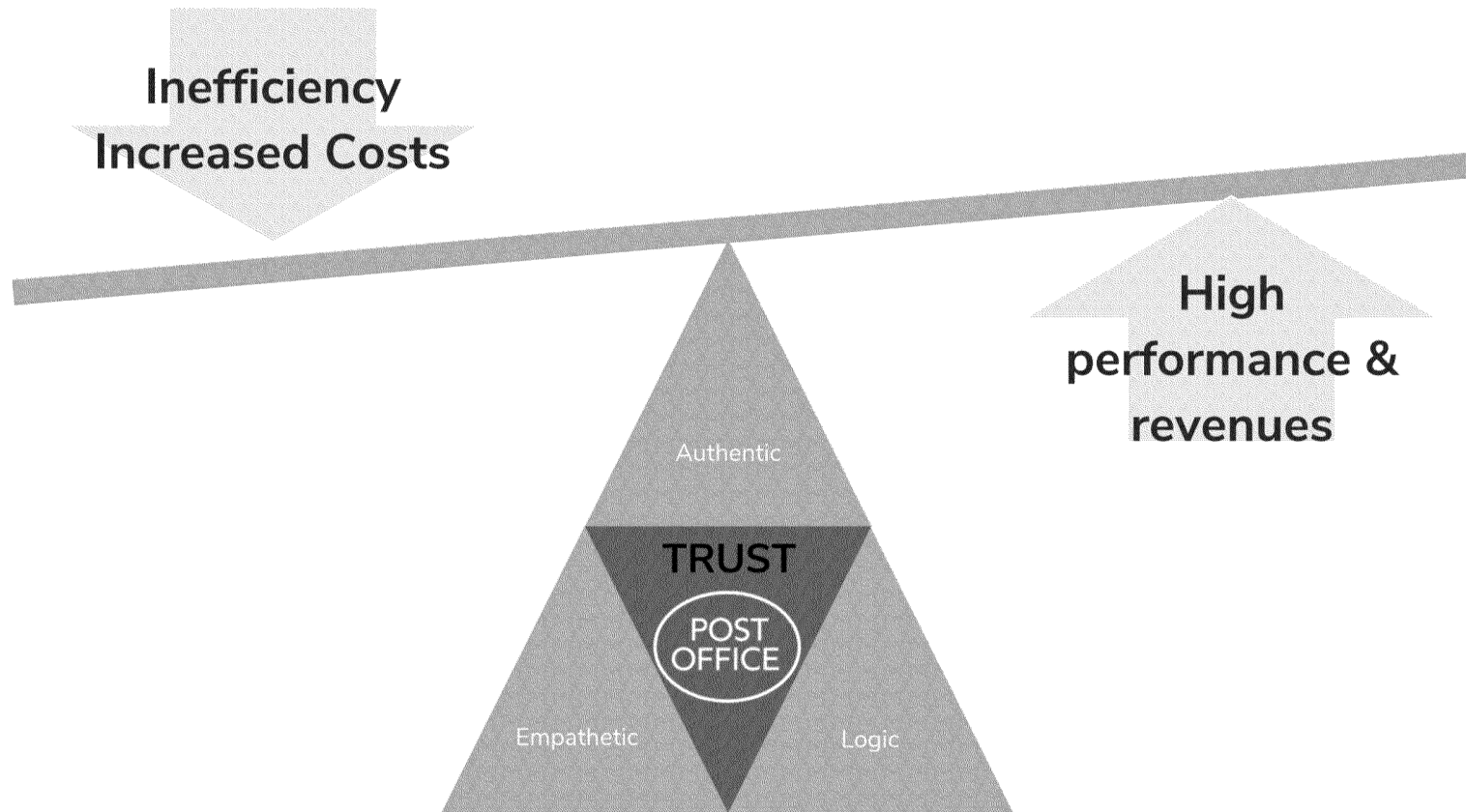
Finding the balance in POL – building TRUST (Francis Frei)

Leadership
Behaviours

Our
Culture

Authentic

TRUST

POST
OFFICE

Empathetic

Logic
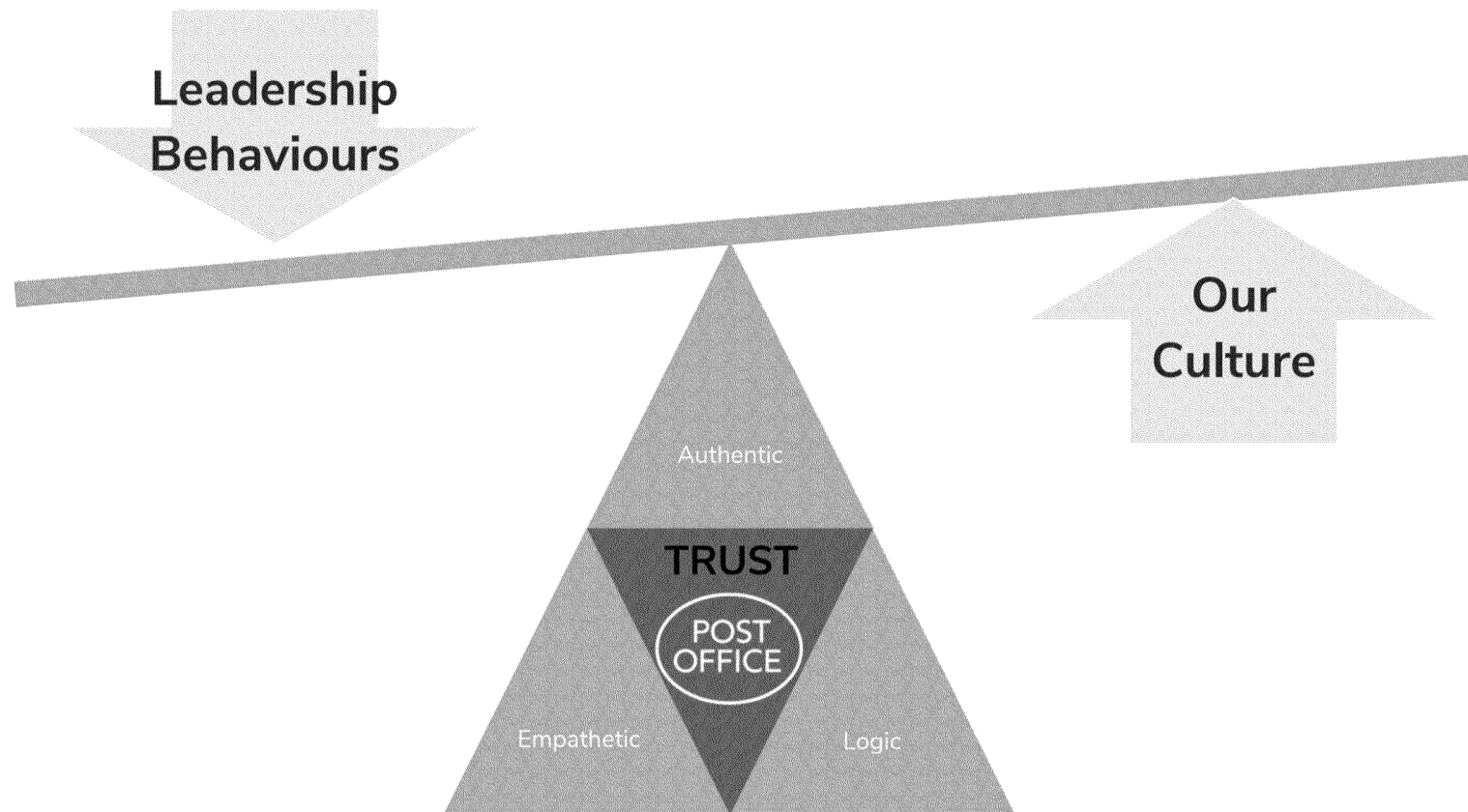
Finding the balance – building TRUST (Francis Frei) – WORD CLOUD

Leadership

Our Culture

Authentic

TRUST

POST OFFICE

Empathetic

Logic

Achievability **Integrity** Oriented
Transparency **Team** Work **Cost** Loyalty **Helpful**
Accessibility **Honest** Open Accuracy Policy
Fairness Effective Trust **Efficiency** Solution
Accountability **Valued** Working

Institute of business ethics

Finding the balance – building TRUST (Francis Frei)

Leadership

Our Culture

Fire fighting Managers **Accountability**
Lack of direction Slow to act Siloed
Postmaster Focused (in pockets) **Lack of Trust** Child
Hierarchical **Lack of Governance** Secretive
Not listened to **Parent** Busy Not heard
Lack of Trust **Bureaucratic**

Authentic

TRUST

POST
OFFICE

Empathetic   Logic

Achievability **Integrity** Oriented
Transparency **Team** Work **Cost** Loyalty **Helpful**
Accessibility **Honest** Open Accuracy Policy
Fairness Effective Trust Efficiency Solution
Accountability Valued Working

Anecdotal feedback from Survey

Institute of business ethics

Leadership Culture V Future

Historical Behaviours (Common Issues Judgement) are still present in the feedback today	Future Leadership Behaviours
Lack of trust – afraid to speak up	Clear accountabilities and a focus on results
Parent/child	Adult and respectful
Secretive	Inspire, Open, honest and transparent
Favouritism/nepotism	Unbiased, objective driven people processes
Silo mentality	POL first: Empowering and advocating cross-functional working, collaboration
Lack of accountability	Empowered and accountable
Not Postmaster-focused	Postmasters at the centre; Heroes of PO
Hierarchical and overly bureaucratic	Agile and responsive; driving innovation
Lack of strategic vision and direction for all PO	Clear, One PO, vision, purpose and strategy; leadership openly aligned around it
Lack of governance	Clear governance
Victorian T&Cs	Modern, sustainable eg flexible T&Cs

Why are leadership behaviours important to POL

As leaders, we all have a critical role in creating an environment where these behaviours live and breathe; we make these important, they will also become important to our teams and drive culture change.

- *It is important to describe the Leadership Behaviours that are important to POL*
- *Leadership Behaviours are the most influential factor shaping organisation culture*
- *Leadership Behaviours will help us grow talent (individuals and teams)*
- *Having consistent behaviours across our leadership teams will allow us to achieve more together (the whole is greater than the sum of the parts)*
- *Will we embed Leadership Behaviours in all our people processes (job specs, recruitment, succession, development, 360 assessment).*
- *Our Leadership Behaviours will be introduced to the whole of POL and all leaders will be measured against them*

Strong Leadership Behaviours will increase colleague / PM engagement & trust

Development POL: Leadership Framework

Review of 'as is' Leadership behaviours	Proposed 'to be' leadership behaviours	Buy-in from GE	SLG feedback

Review of 'as is' Leadership behaviours

- Looked at our behaviours today
- Engagement feedback
- Anecdotal feedback
- The Commons Issue Judgement
- The Institute of British Ethics feedback
- Feedback from teams across the business

Proposed 'to be' leadership behaviours

- Aligned Plans, Vision & Purpose
- Involves and empowers others through change
- Focusing on the future, with empathy to the past
- Communicate with passion & energy

Buy-in from GE

- Working in collaboration the GE have review the leadership behaviours
- Gaining buy-in and support
- c4 meetings (January to March)
- Incorporated GE feedback

SLG feedback

- Today is about presenting these to you
- Gaining your feedback
- Using this as part of the conference next week

Introducing POL: Leadership Framework

Outcome driven	Inspiring others	Post Office first	Developing teams

Outcome driven
- Decisive Leadership and Judgement (debate & commit)
- Demonstrates Emotional Resilience
- Technical Expertise and Professionalism
- Takes Ownership & Accountability for making a difference

Inspiring others
- Aligned Plans, Vision & Purpose
- Involves and empowers others through change
- Focusing on the future, with empathy to the past
- Communicate with passion & energy

Post Office first
- Working in **Partnership**, as **One Team**, We D**eliver** results for POL
- Do things once, do it well
- We adhere to POL's agreed processes and procedures
- Uses POLs talent & resource

Developing teams
- Honest evidenced based feedback
- Supporting inclusion by challenging bias and favouritism
- Actively support 'development & career' plans, skills and behaviours
- Manages & recognises performance

Underpinned by TRUST:	Authentic	Empathetic	Logical

Most organisations have clear leadership behaviours

TESCO

- Empathy
- Collaboration
- Resilience
- Responsiveness
- Innovation

DHL
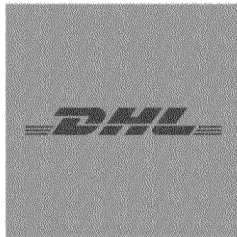
- **Head, Heart and Guts**
- **Balancing respect and results**
- **Genuine empathy and care**
- **Communicate openly**
- **Share their fears and vulnerabilities**

Civil Service

Inspiring – about our work and its future

Confident – in our engagement

Empowering – our teams to deliver

Lloyds Pharmacy

i lead

Inspire
Leverage
Execute
Advance
Develop

Some further examples

pets at home

- Engage with our purpose
- Create our pet experience
- Shape our future
- Use insights wisely
- Deliver our strategy
- Collaborate with teams
- Trust others to own it
- Challenge with empathy

HBOS plc

- Lead
- Shape
- Build
- Deliver

JOHN LEWIS & PARTNERS

- Sets vision and direction
- Shows strategic agility
- Drives performance
- Takes decisive action
- Inspires Ownership
- Works across boundaries
- Acts with courage
- Develops Talent

Specsavers
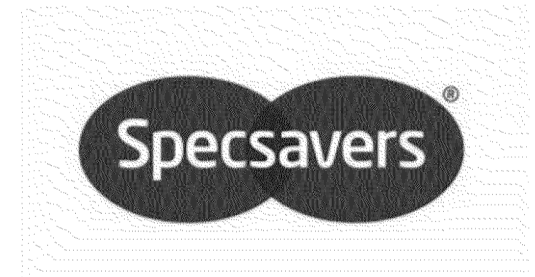
- Coach
- Connect
- Champion Change

Your input into the leadership behaviours

Breakout Groups : tables/rooms of teams with facilitator

1. Review of Outcome Driven descriptors (Tim)

2. Review of Inspiring Others descriptors(Zdravko)

3. Review of 'Post Office first' descriptors (Jane)

4. Review of Developing Teams descriptors (Owen)

You will all have 15 mins in teams to:

A. What do these behaviours mean to POL
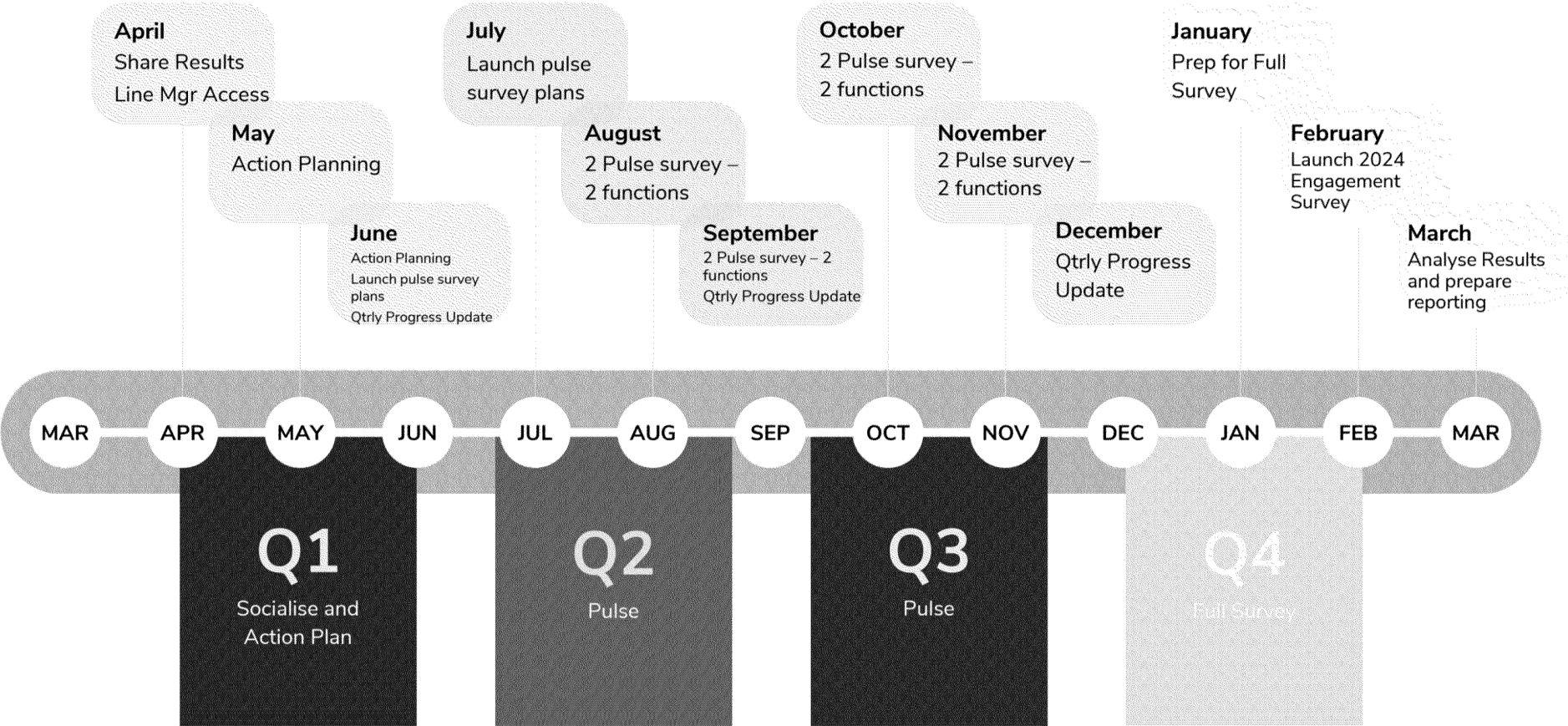B. Identify any important behaviours / competencies missed anything important for your section

You said . . . Focus on building trust in Senior Leadership

1	Introduce a Leadership Behavioural Framework and support our leaders to develop with a sustainable leadership programme	**Q1 FY23/24**
2	Introduce 360 feedback tool for objective assessments to take place and GE assessment programme	**Q2 2023**
3	Introduce a leadership sustainability development programme	**Q3 2023**
4	Build leadership behaviours into our talent processes and annual reviews and bonus scheme(s) for GE and SLG	**Q3/Q4 2023**
5	Support team development and accountability with ongoing Leadership Team coaching activity	**Throughout 23/24**

We are on it!
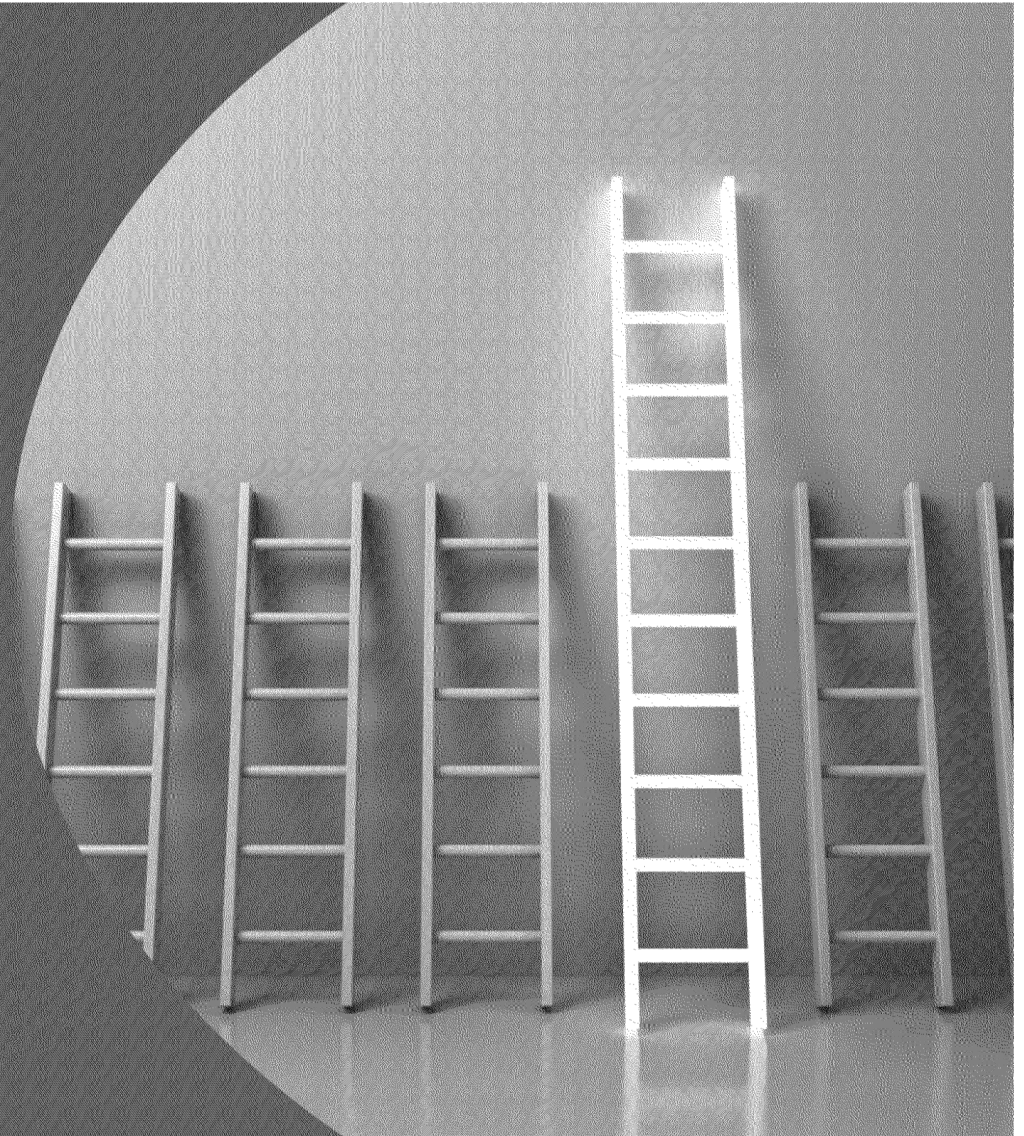
Engagement Survey Cycle

April
Share Results
Line Mgr Access

May
Action Planning

June
Action Planning
Launch pulse survey plans
Qtrly Progress Update

July
Launch pulse survey plans

August
2 Pulse survey – 2 functions

September
2 Pulse survey – 2 functions
Qtrly Progress Update

October
2 Pulse survey – 2 functions

November
2 Pulse survey – 2 functions

December
Qtrly Progress Update

January
Prep for Full Survey

February
Launch 2024 Engagement Survey

March
Analyse Results and prepare reporting

MAR APR MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR

Q1
Socialise and Action Plan

Q2
Pulse

Q3
Pulse

Q4
Full Survey

If it matters to you, it matters to us

POST OFFICE

In partnership with

LEADING EDGE
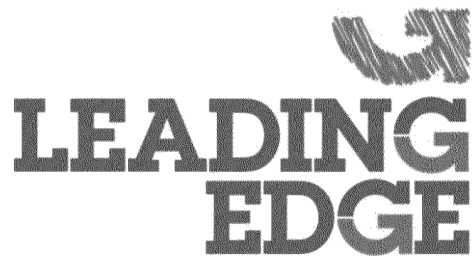
Change starts here...

London, 20th April 2023

About me...

Performance coach, facilitator & speaker

- Performance Development Coach for Great Britain Wheelchair Tennis
- UK Sport/EIS Talent panel member for Olympic/Paralympic sport
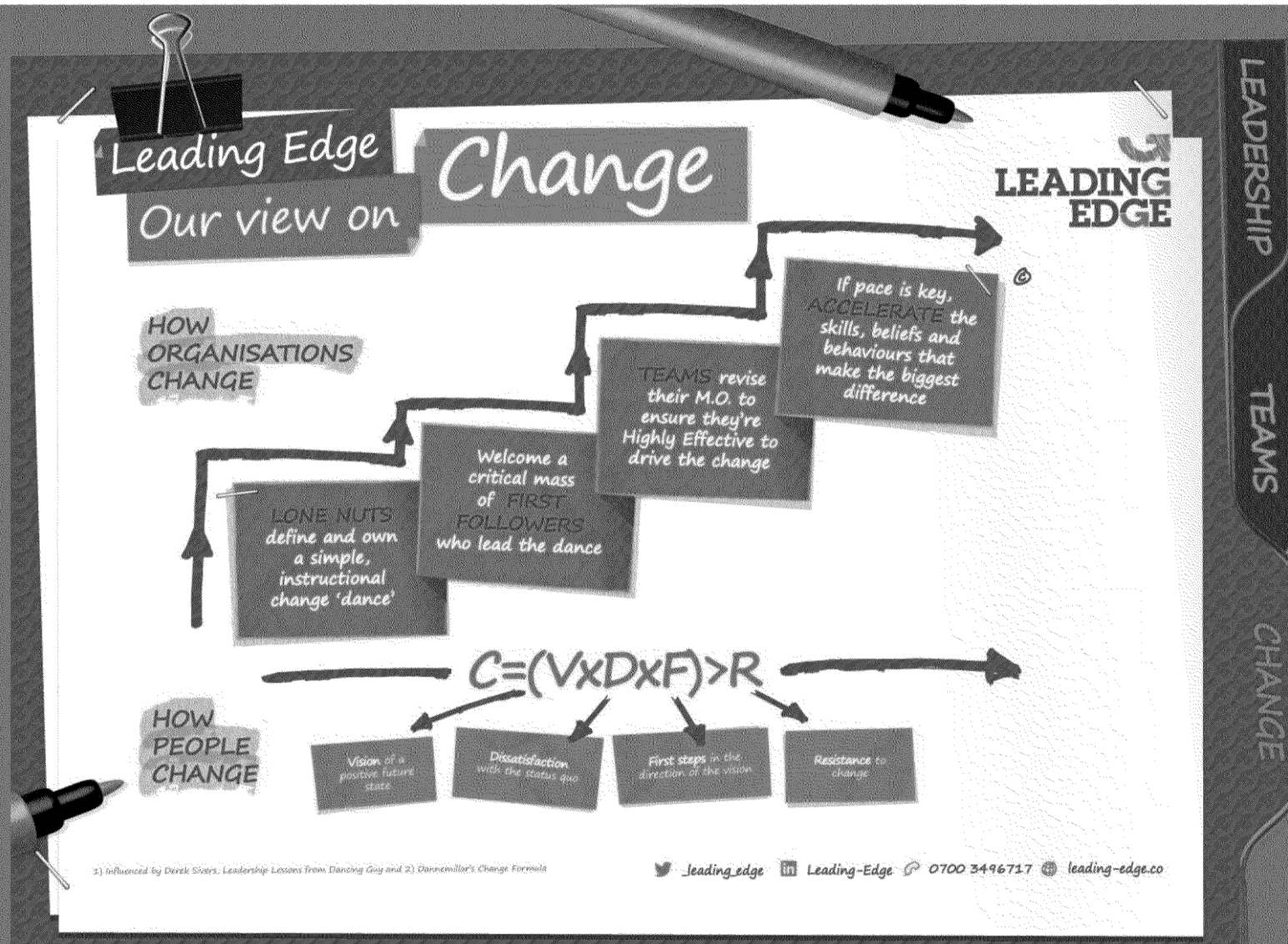- Team Coach with Leading Edge & Performance Edge, working with companies to enable high performance

Leading-edge.co.uk

It starts with you...

"If not now, when?
If not you, who?"

Leading-edge.co.uk

Change

Leading Edge

Our view on

LEADING EDGE

HOW ORGANISATIONS CHANGE

If pace is key, ACCELERATE the skills, beliefs and behaviours that make the biggest difference

TEAMS revise their M.O. to ensure they're Highly Effective to drive the change

Welcome a critical mass of FIRST FOLLOWERS who lead the dance

LONE NUTS define and own a simple, instructional change 'dance'

$$C=(V \times D \times F)>R$$

HOW PEOPLE CHANGE

| Vision of a positive future state | Dissatisfaction with the status quo | First steps in the direction of the vision | Resistance to change |

1) Influenced by Derek Sivers, Leadership Lessons from Dancing Guy and 2) Dannemiller's Change Formula

🐦 _leading_edge   in Leading-Edge   ☎ 0700 3496717   🌐 leading-edge.co

LEADERSHIP

TEAMS

CHANGE

Leadership lessons from a dancing guy...

Leading-edge.co.uk

It starts with you…

What does it mean to be the "lone nut" or a "first follower" in your world?

Leading-edge.co.uk

It starts with you...
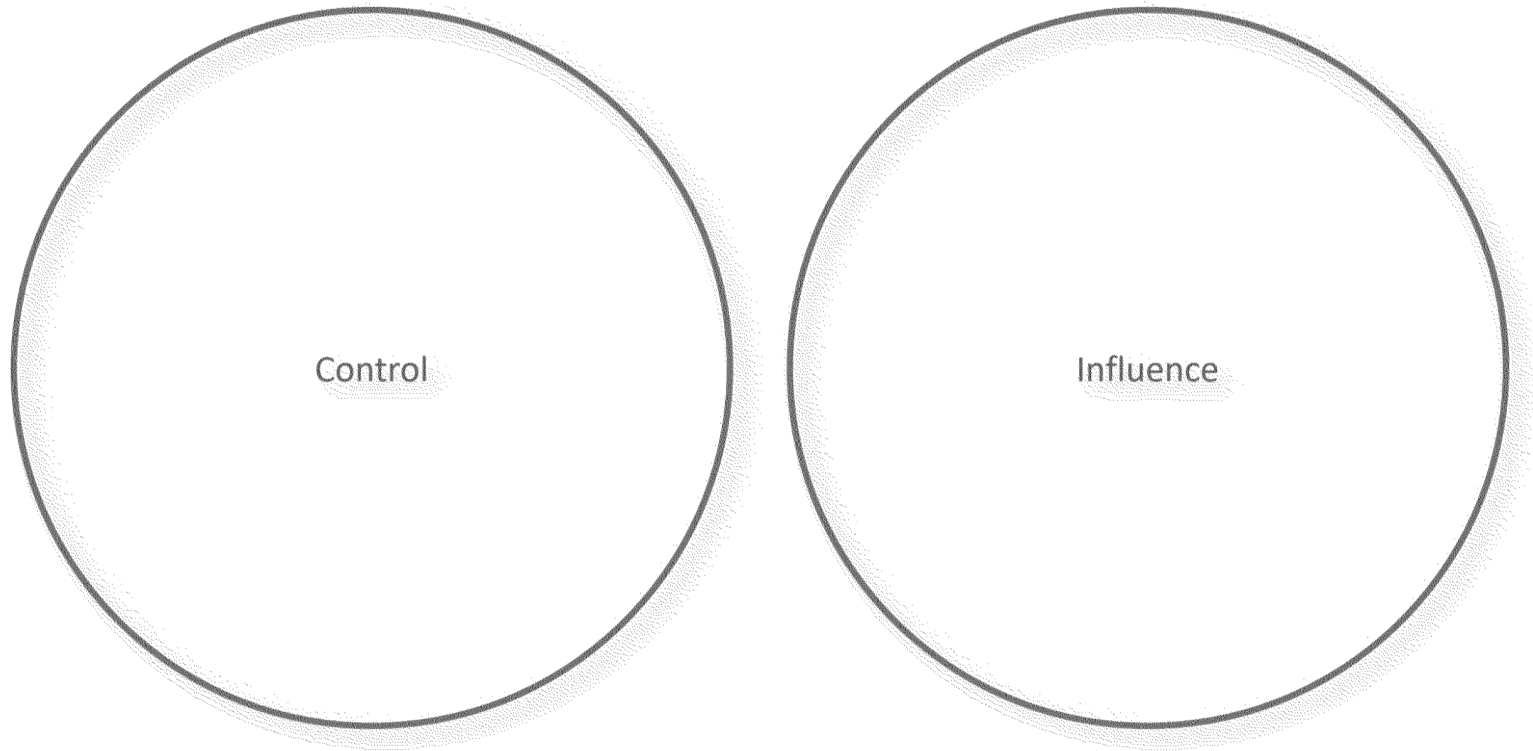
Control

Influence

From what I have heard today, what can I control (action) and what can I influence?

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Change starts with you...

My Pledge (to lead cultural change and
build trust):

As my first step as a leader in POL I
pledge to ....

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