

Lead Masterclass



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Leading Change in Difficult Times

High Performance Through Radical Employee Engagement

Why Employee Engagement?



- Safe, quickest and cheapest route to High Performance
- Helps address a key social need in the world of work
- Vital step in developing a sustainable and effective Continuous Improvement strategy

Evidence?



Direct

- Leyland Trucks
- Runshaw College
- Business Link Lancashire

Indirect

- Glass Manufacturing
 - Carpet Manufacturing
 - Bakery Industry
 - Furniture Manufacturing
 - Chemicals
 - Food Manufacturing
 - Local Authorities
 - Major Distribution Centre
 - Paint Manufacturer
- and so on

Case Study One

Leyland Trucks



Benefits

- Within 2 years, £10,000,000 annualised operating cost savings
- Within 30 months, Reduction in break-even from 11,000 tpa to 5,500 tpa
- Within 30 months, 35% reduction in Quality costs
- Today one of the best truck manufacturers in the world (Best in PACCAR)

Plus

- Halving of typical development times and costs
 - Stepchange in Employee responsiveness
 - Massive uplifts in employee morale and attitude
 - Sustainable process
- * Transformation of H & S activity recognised by H & S Manager becoming ROSPA Safety Manager of the Year.

The Problem : Management Behaviour



Pre 1980	Autocracy (often masked as Benevolent Paternalism) <i>Result: A Dysfunctional workplace culture</i>
Post 1980	Management by Numbers (MBOs, KPIs, number crunchers) <i>Result: A dysfunctional workplace culture</i>
Post 2010?	People Centric Management (Managing by Motivating) <i>Result: A new positive and productive workplace culture</i>

Consequences of MBN: Conscious/Unconscious Behavioural Deficiencies



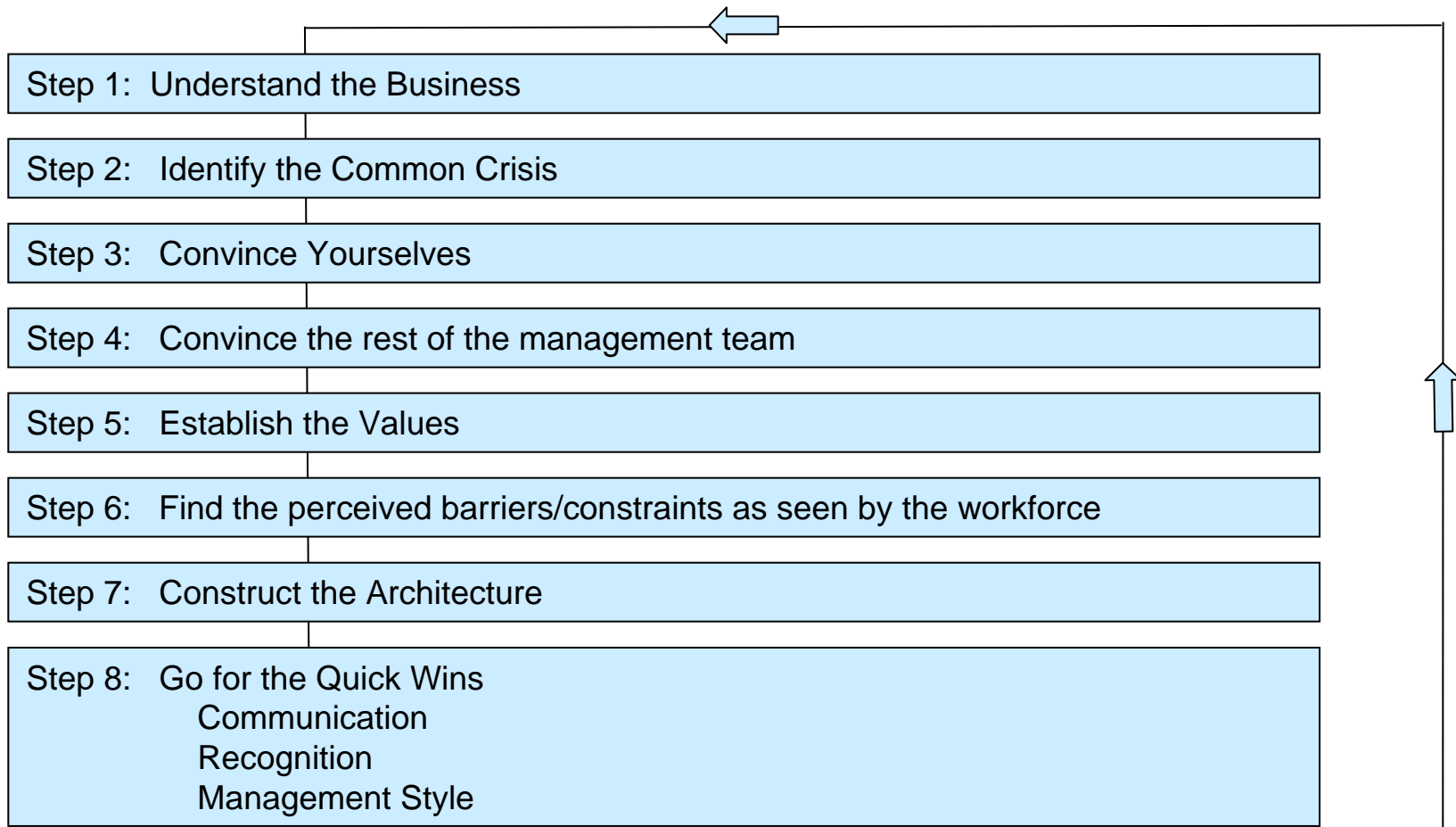
- **Interpersonal Behaviour**
 - Walking past people without acknowledgement
- **Lack of Basic Social Interaction**
 - Fundamental pleasantries: Hello, Good morning, How are you etc.
- **Focus on Failure not problem resolution**
 - You know you're doing well if you don't get told off"
- **A “perceived” Blame culture**
 - Often migrates to fearfulness or perceived intimidation
- **No awareness of the need to motivate**
 - Never discussed around Boardroom Table
- **Soft management assumed left to HR**
 - But does HR pick up?
- **Communications poorly received**
 - Often despite much effort

The Quick Wins



- **Communication**
- **Recognition**
- **Management Style**

Route Map



Source : "Growing Your Own Heroes" (Oak Tree Press)

Route Map

Step 9: Focus on the External Customer : Going for Customer Delight

Step 10: Focus on the Internal Customer : Learning to Work Together

Step 11: Create the infrastructure:

- The right employee systems
- The right organisation structure

Step 12: Enhance Teamworking and Empowerment

Step 13: Focus on the process

Step 14: Start Again



Source : "Growing Your Own Heroes" (Oak Tree Press)

Conclusion



1. High Performance Safety is best achieved by first developing an engagement culture BEFORE adopting new systems or processes. Progressively transfer ownership through Proactive Health and Safety.
2. The key determinant of success is the perception of management/ leadership behaviour.
3. All in management must be judged equally on their ability to motivate and inspire as well as the usual "hard " deliverables.