



From Operations to Customer Service-Centric: Transforming a Leading Transport Business

The Challenge

Following the appointment of a new CEO, the Chief Operations Officer picked up a larger portfolio of responsibilities as well as a larger team. He wanted to create world class team and operational performance by bringing together a strong group of individuals around a common purpose. Their big task was to lead the business' transformation journey from a traditionally operations-focused organisation to one that put customer service at the forefront.

"Shifting from Operations to Customer Service requires a shift in mind-set before the right decisions can be made and actions taken. Without the protected time and forum away from the day-to-day, minute-to-minute operations, the transformational shift to world-class customer experience cannot be realised."

Our Solution: An Action-Centred Leadership Approach

1. **Scoping & Design:** We worked closely with the HRD and COO to align around key objectives and desired outcomes. This fed into the design of a 4-day support programme spanning the course of 4 months and involving the whole Senior Operations Leadership Team. We had 1:1 conversations with each of the senior directors to gain an objective understanding of the current state of performance as well as ambitions and goals, which fed into the design.
2. **Delivery:** Taking an Action-Centred Leadership Approach, we focused on various performance drivers including leadership style, team structure and purpose, and vision and strategy. Facilitated discussions and working sessions were focused on strengthening the leadership role and sense of ownership when tackling key business challenges.

The Results: Impact & Value Add

- ✓ The former Operations Leadership Team had re-defined their common purpose which translated into a change in focus; they are now the Service Transformation Team that deliver against the business' vision of delivering world-class customer service.
- ✓ The change in purpose and customer-orientation continues to inform key strategic decisions that business' future and its role in the UK economy.

Leadership Development



Vision & Strategy



High Performing Teams



Did you know that organisations in which employees are primarily motivated by shared values and a commitment to a mission and purpose are nine times more likely to have high customer satisfaction?