



Change in Organisations Measurement Tool

Change questionnaire results
Comparative report

For

ESL Engineering

November 2009 - April 2010.

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Executive Summary

- ❖ This document represents the COMeT analysis of the ESL change programme 'Re-Focus'. This is the second report to review ongoing progress of the change programme. The first analysis was carried out in November 2009 and this second analysis in April 2010 (6 months).

- ❖ **The Company**

Engineering Services Limited (ESL) is a Mechanical and Electrical Engineering Company that has recently undergone transition to plc. It has its roots in Facilities Management and has grown through its ability to acquire new FM Contracts and expand the current customer base. It prides itself on the quality of its Customer Service entrepreneurship and its ability to push decisions down to the right level. With it goes accountability and responsibility for P&L. The structure is very flat and lean with a clear delivery focus.

- ❖ **Change Aims and Outcomes**

The Change Programme ESL has put into place is called 'Re-Focus' and the overall aims are to:

- ❖ Reduce overhead cost
- ❖ Increase efficiency
- ❖ Improve value proposition to the client

The process is dependent on the creation of a pool of Engineers for each region, managed by an Engineering Team Manager. The Contract managers have an increased focus on client management. The Key Account Director is now responsible for a number of accounts reducing the number of Key Account Managers (KAMS) from 4 to 3. The Key Account Director can now be more strategic in bidding for and developing new work. This is in line with the companies overall strategy to lift the leadership and management capability in the business to be in a stronger position to bid for larger contracts

- ❖ **Respondent Structure**

The change is focussed towards the Operation Teams in each of the 5 regions in ESL.

- ❖ **Respondents are:**

Scotland, Northern England and Ireland, Central, South East, South West
Key Account Director (one per region, reports to Operations Director)
Key Account Manager (two per region)
Contract Manager (four per region)
Engineers (thirteen per region)

The key questions for review are:

- Do people agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?
- Do people understand the aims of the 'Re-Focus' programme?
- Do people believe that the team you are part of can achieve the aims of the 'Re-Focus' programme?
- Do people understand how the 'Re-Focus' programme affects them personally?
- Do people support the 'Re-Focus' programme and its aims?
- Do people believe that others in your team are supporting it?
- Do people believe that they are provided with suitable communication about the 'Re-Focus' programme?

Management Summary of findings

There have been significant improvements over the last three months of the change. There is evidence of the impact of the interventions having a very positive result on communication and buy-in to the change. Generally people now understand the reasons for the change.

Some regions have made significantly greater improvements than others, but none have regressed to a worse position. The organisation can significantly save money by only focussing its change efforts in the area indicated by this comparative report rather than making efforts across all aspects of the change in all areas.

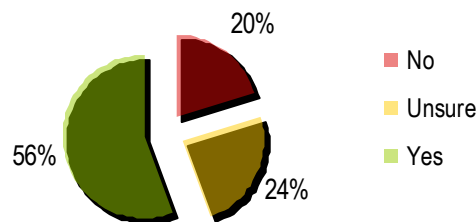
More work needs to be done in some regions in the belief that teams are behind the change and fully supporting it.

Overall it seems that the organisation is very close to achieving the 'tipping point' for this change, and with the right interventions this can be achieved fairly soon (see recommendations on P22 for details).

Q4

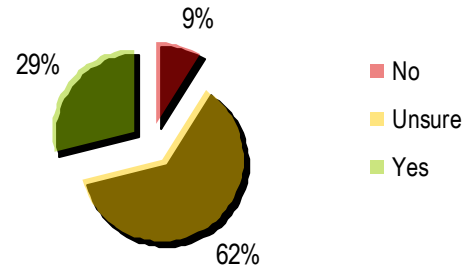
November 2009

Do you agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?



April 2010

Do you agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?



Service really needs to be better or we'll lose business

Customers tell me we do everyday!

I get fed up with customers complaining to me when on site - things must change

Yes, compared with my last company the service offered here is terrible

We are a top performing team who gets amazing results. If we had better leadership then we might waste less.

We are a great team, why improve on perfection!

No, we are already top performance

We are good, but a larger budget would result in larger profit

Key Points

There has been a 27% drop in people believing that service delivery needs to improve. This represents recognition by people that the actions taken over the period of time has had a positive impact. Whilst this is a positive trend, there is still some way to go.

Nov 09 questionnaire

The first questionnaire gave a strong indication that the employees felt the business needed to improve its service delivery performance with 56% stating they agree. Only 1 in 5 people felt that performance did not need to improve and it is fair to agree that in some parts of the business, people are performing within agreed targets.

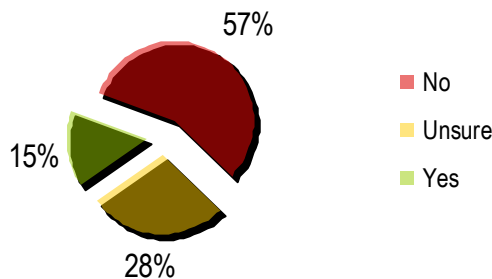
Comparison against Apr 10

Advocacy has slipped from 56% down to 29% - people that felt strongly that ESL needs to improve its service delivery are now unsure for some reason? Has communication created confusion, or has the detail around what will actually be implemented left people unsure about if it will improve the current situation? Closer review of this is required to fully understand why this has slipped back.

Q5

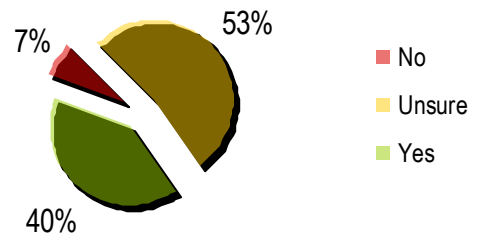
November 2009

Do you understand the aims of the 'Re-Focus' programme?



April 2010

Do you understand the aims of the 'Re-Focus' programme?



Not clear to me what is going to be different

I don't see how that is going to make us more efficient!

The aims are clear, our job changes and we have to have more contact with the customer

I have had to pick it up from all sorts of sources as the presentation was poor

Yes, at last someone is listening to me

We do seem to have a lot of waste. I'm hopeful that this might help

It seems to be early days

Key Points

A 50% reduction in the number of people not understanding the aims has shown that the communication plan has worked well.

There has been a 25% increase in the 'unsure' category. These people are incubators in that they are currently reflecting on their understanding of the change.

Nov 09 Questionnaire

A very poor start with 57% of people openly stating that they did not understand the aims of the programme. This in itself was very useful as it gave a clear steer where to focus effort (improved communication required).

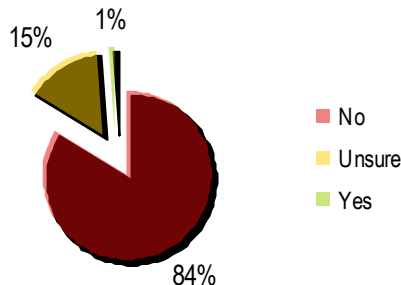
Comparison against Apr 10

The number of people stating they did not understand the programme has reduced from 57% to just 7% which suggests that the communication plan has worked well. This has increased the number of people who are still unsure and are beginning to understand the aims of the programme in their own time. A very positive increase of 25% in people now openly stating that they understand the aims.

Q6

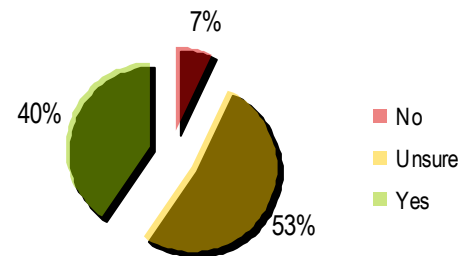
November 2009

Do you believe that the team you are part of can achieve the aims of the 'Re-Focus' programme?



April 2010

Do you believe that the team you are part of can achieve the aims of the 'Re-Focus' programme?



Don't think the current team are sure about the programme

Yes, with the right investment we could really turn things around

I don't think the team are behind the proposed changes as much as they should be

Some members of the team need to realise the world is changing

Given a clear direction and good organisation we could achieve it.

We have a superb bunch of girls

Very professional team

dedicated workers, I hope we don't lose any as a result of cost saving

Key Points

There has been an extraordinary increase in the belief that teams can achieve the re-focus change programme, from a disbelief of 84% to 7% and an increase of 39% on advocacy for this item.

It may be that the actions that we have taken have inadvertently had a team building effect. Discussing and solving issues as a team will bring the team together and improve their ability. The change workshops that we have run for you are likely to have achieved this significantly. There is still a 53% incubation group and so more needs to be done on this issue to achieve the tipping point.

Nov 09 Questionnaire

Perhaps the worst possible situation where people feel that they cannot succeed as a team. This is a clear indicator that local management have a great deal of work to do to within their own teams, and it is possible to drill down into the results for each area to measure and track if progress is being made over time in the individual areas (targeting for local managers).

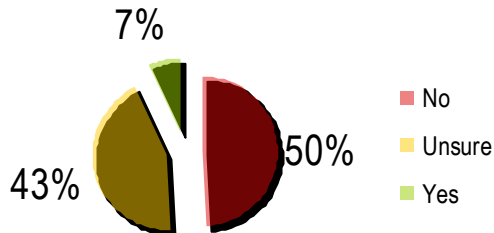
Comparison to Apr 10

The local development plans for each area have had a massive positive impact on the team spirit across the business with a drop from 84% to just 7% of employees feeling their local team cannot achieve the aims. As communication within the team continues and more evidence of improvement emerges, the number of people unsure about the change will gain more confidence resulting in a strong advocacy across each local team.

Q7

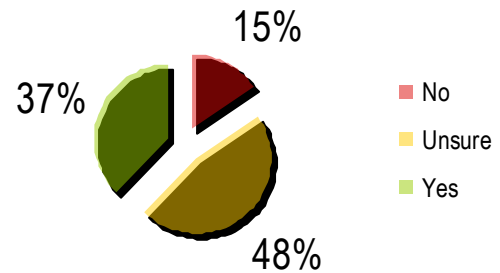
November 2009

Do you understand how the 'Re-Focus' programme affects you personally?



April 2010

Do you understand how the 'Re-Focus' programme affects you personally?



Not clear on how I will be impacted. Will it be better than what we have now? Just not clear

Not crystal clear yet - need more info

Can't see how I can help?

Not sure how I can help improve service in a sales role

Looking forward to it

Not sure what more I can do?

Its going to be tough to start with and then ease off

It's a real opportunity to work at the level I should be at.

Key Points

A positive 30% increase in advocacy for this element of the change is showing that individuals are starting to personalise the change, This will lead to individual responsibility being taken. However there is little incubator change. The next stage of the communication strategy needs to ensure that the information given is personalised, rather than generic broad level messages being given.

Nov 09 Questionnaire

Early days in the change programme and understandable that half the people are openly not aware of how the programme will affect them personally. Elements of the revised operating model may not yet be developed so impact on certain roles and areas is not yet designed or able to be communicated.

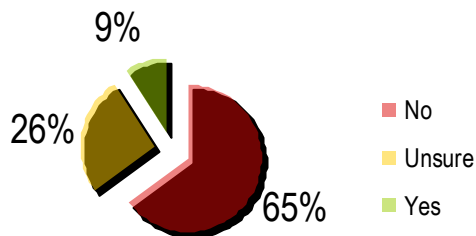
Comparison against Apr 10

People are being told how the change will impact them and this has heavily reduced the number of those that did not understand. Many are now unsure and need more information and/or time to fully understand how it will impact them personally.

Q8

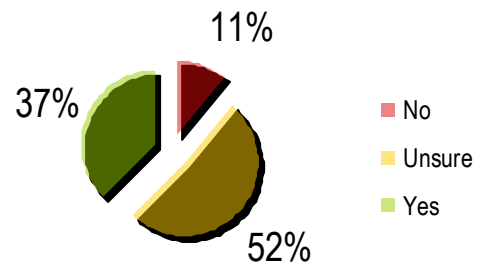
November 2009

Do you support the 'Re-Focus' programme and its aims?



April 2010

Do you support the 'Re-Focus' programme and its aims?



I think we are asking for too much change at once

I am already at full stretch

ESL don't have a choice, we have to change to be competitive

We have to support it, or we will lose contracts

We need more people on the ground not more managers

Fully support the programme and hope it is successful

I think we are asking for too much change at once

I completely support the programme and its aims

They need to tell us how not just the big vision stuff!

Key Points

A massive 54% reduction in resistance to the change programme. The majority have moved to incubation which makes this a key part of the change process. If we can facilitate another few months in this way then soon the tipping point will be reached.

Nov 09 Questionnaire

Low support for the change at first. Comments that came back suggested that too much change was already underway and that people were too busy to absorb any more activity. Less than 1 in 10 people openly supported the change programme and its aims.

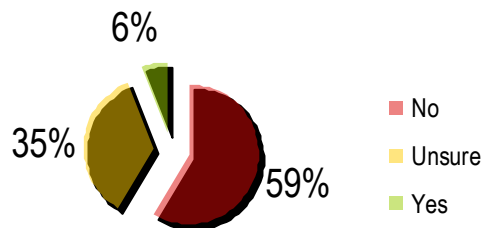
Comparison against Apr 10

This is the most important question because it summarises the support (advocacy) for the programme. The steady movement from resistance may be down to people getting better communication to help them understand the programme and the opportunity to discuss it with their colleagues (contact). The change seen here is a 'text book' improvement and will certainly move towards the tipping point of over 70% advocacy if the programme continues to manage the people through this change.

Q9

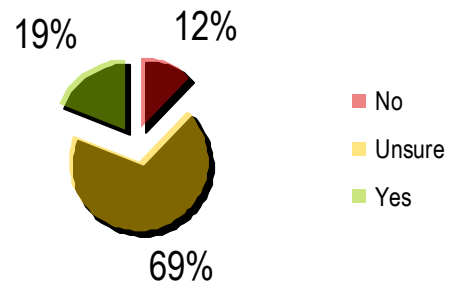
November 2009

Do you believe that others in your team are supporting it?



April 2010

Do you believe that others in your team are supporting it?



Mixed level of understanding across the team

Not much talk across the team

I'm really not sure others are supporting this, all they seem to do is moan about tough changes

Some of the other regions don't appear to be stepping up to the mark

We don't really know what is going to happen to us so that must affect our commitment

Generally yes - we're all keen to see improvements

Others seem to think its a good thing

Generally the other engineers seem to welcome the changes

Mixed following in my team

Nov 09 Questionnaire

The low score of almost 60% stating that people in their teams do not support the change was backed up in the useful feedback comments. People within the local teams were not discussing the change, perhaps because opportunities to encourage and support conversations were not encouraged by the local team management.

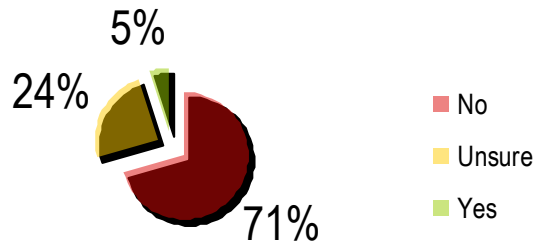
Comparison against Apr 10

6 months on and people are no longer stating 'no' my colleagues are not supporting the programme. It is clear that conversation is now taking place with a leap up to almost 70% of people unsure about what they have heard and are still in need of confirmation that their local colleagues are in full support of the change. 2 in 10 people are in full support and this should grow strongly with the right support and encouragement from management (walking the talk).

Q10

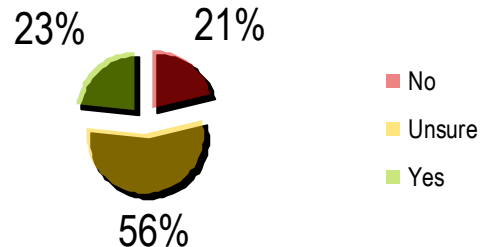
November 2009

Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?



April 2010

Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?



Need more info so I can better understand why it will be better

Comms could be better - and needs to be 2 way !!

Plenty of comms but not enough action or funding

We suffer from the mushroom tendency. Kept in the dark and fed on

Comms is getting through ok - just don't like the messages

Would be good to have a regular feed of info and progress to keep things fresh

My manager is doing his best to keep me informed

They need to tell us how not just the big vision stuff!

Key Points

The communication strategy that we have introduced of regular and little is paying dividends as demonstrated here by an 18% increase in positive reactions to the communications. However this is a smaller increase than expected and so it seems patchy and not always consistent. We recommend an addition to the communication strategy by asking people specifically what they would like to find out more about. There are many methods to achieve this which we can help with.

Nov 09 Questionnaire

Clearly communication was considered poor at the start of the programme except in Scotland, who were then reviewed to see how they had managed their local comms (sharing of best practice). The learning from this was communicated to management across the group

Comparison against Apr 10

The improvements in communication have seen a big drop in those stating clearly that comms are not suitable (down from 71% to 21%). There is still work to do here with 2 in 10 people still unhappy with comms and almost 60% unsure. Continuing a focus on comms and making improvement in the approach and methods used must be a priority for the programme as it will have the biggest impact across the range of scores, Particularly with a positive message.

Dashboard summary of question response by question.

November 2009

April 2010

Q4 Do you agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?

Q4 Do you agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	2.0	2.0	5.0	5.0	2.5
Scotland	1.5	1.6	2.0	2.0	1.6
Northern England and Ireland	2.8	2.0	2.0	2.0	2.6
Central	1.9	1.5	2.0	2.0	1.9
South East	1.6	1.5	2.0	2.0	1.6

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.5	5.4	6.5	7.0	5.6
Scotland	4.3	5.4	5.0	6.0	4.7
Northern England and Ireland	5.2	5.0	5.0	6.0	5.2
Central	3.1	4.8	4.5	5.0	3.7
South East	3.5	3.8	5.5	5.0	3.8

Q5 Do you understand the aims of the 'Re-Focus' programme?

Q5 Do you understand the aims of the 'Re-Focus' programme?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	1.5	3.6	5.5	5.0	2.6
Scotland	1.5	1.6	2.0	2.0	1.6
Northern England and Ireland	1.5	1.3	2.0	2.0	1.6
Central	3.1	4.5	5.5	6.0	3.8
South East	5.8	3.5	3.5	7.0	5.2

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.4	5.6	5.5	7.0	5.5
Scotland	4.5	5.4	6.0	6.0	4.9
Northern England and Ireland	4.8	5.7	6.0	6.0	5.2
Central	3.3	4.5	5.5	6.0	3.9
South East	5.8	3.9	3.9	7.0	5.5

Dashboard summary of question response by question.

November 2009

April 2010

6 Do you believe that the team you are part of can achieve the aims of the 'Re-Focus' programme?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	6.5	1.8	5.0	5.0	5.0
Scotland	5.7	3.2	5.0	5.0	5.0
Northern England and Ireland	5.7	2.0	5.0	5.0	5.0
Central	5.7	2.8	5.0	4.0	5.0
South East	5.5	3.3	5.0	5.0	5.0

6 Do you believe that the team you are part of can achieve the aims of the 'Re-Focus' programme?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.0	4.6	6.5	6.0	5.1
Scotland	4.3	5.0	5.0	6.0	4.6
Northern England and Ireland	4.1	4.7	4.5	5.0	4.3
Central	4.5	4.8	4.5	6.0	4.6
South East	6.4	4.8	6.0	6.0	6.0

Q7 Do you understand how the 'Re-Focus' programme affects you personally?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	3.0	2.0	2.0	2.0	2.6
Scotland	2.8	2.0	2.0	2.0	2.6
Northern England and Ireland	1.5	1.3	2.0	2.0	1.6
Central	2.4	3.3	5.5	7.0	3.1
South East	4.8	3.0	3.5	6.0	4.4

Q7 Do you understand how the 'Re-Focus' programme affects you personally?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.3	6.0	3.0	7.0	5.3
Scotland	4.8	5.8	5.0	6.0	5.2
Northern England and Ireland	4.8	5.3	6.0	6.0	5.1
Central	2.9	3.4	5.7	7.0	3.6
South East	4.9	3.0	3.9	6.0	4.5

Dashboard summary of question response by question.

November 2009

April 2010

Q8 Do you support the 'Re-Focus' programme and its aims?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	1.8	4.0	2.0	2.0	2.4
Scotland	4.2	5.8	6.0	6.0	4.8
Northern England and Ireland	2.8	2.0	2.0	2.0	2.6
Central	1.6	1.5	2.0	2.0	1.7
South East	1.6	1.5	2.0	2.0	1.6

Q8 Do you support the 'Re-Focus' programme and its aims?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.6	4.0	6.5	7.0	5.4
Scotland	4.2	5.8	6.2	6.0	4.9
Northern England and Ireland	4.7	4.0	6.0	7.0	4.8
Central	2.6	4.3	6.5	7.0	3.6
South East	5.3	3.5	4.5	6.0	4.9

Q9 Do you believe that others in your team are supporting it?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	1.5	1.6	1.5	1.0	1.5
Scotland	2.8	2.0	2.0	2.0	2.6
Northern England and Ireland	1.5	1.3	2.0	2.0	1.6
Central	2.1	3.3	4.5	6.0	2.8
South East	5.4	2.8	3.5	5.0	4.7

Q9 Do you believe that others in your team are supporting it?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	5.2	3.4	5.5	6.0	4.8
Scotland	4.4	4.8	4.0	5.0	4.5
Northern England and Ireland	3.8	3.3	5.0	4.0	3.8
Central	2.1	3.5	4.6	6.0	2.9
South East	5.4	2.9	3.9	5.0	4.8

Dashboard summary of question response by question.

November 2009

Q10 Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	1.0	1.0	1.0	1.0	1.0
Scotland	4.0	4.4	5.0	5.0	4.2
Northern England and Ireland	2.8	2.0	2.0	2.0	2.6
Central	1.6	1.5	2.0	2.0	1.7
South East	1.6	1.5	2.0	2.0	1.6

April 2010

Q10 Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?

Area	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	4.4	4.8	4.5	5.0	4.5
Scotland	4.0	4.5	5.2	5.0	4.4
Northern England and Ireland	3.9	4.3	5.0	6.0	4.2
Central	2.4	3.3	6.0	6.0	3.1
South East	5.4	2.5	2.0	2.0	4.3

Summary of Comparative results analysis by question.

- The greatest improvement in results have been shown in:
 - Q4 - Do you agree that ESL (Engineering Services Ltd) needs to improve its service delivery performance?) and
 - Q8 - Do you support the 'Re-Focus' programme and its aims?
 - Q10 - Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?
- These are key items that will lead to success in this change. It shows that more people are seeing the need for the change, that this is leading to more support and that people are receiving suitable communication to provide them with the information to become advocates of the change.
- Q10 (Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?) seems to be the area where more work needs to be carried out consistently. We recommend a clear corporate communication strategy which involves regular information rather than a 'big bang' approach to communication. At this stage in the change process communication needs to be tailored and the informal as well as formal network needs to be utilised.
- There is also more work to be done in relation to Q9 (Do you believe that others in your team are supporting it?). It seems that people are still not yet convinced that their team colleagues are fully supporting the re-focus programme. Advocacy leads to more Advocacy, therefore this a key element in

getting the workforce fully behind the change. This spread will happen via the informal network. We need to engage known advocates to 'spread the word' more.

(See P22 for more specific proposals in relation to these items)

Dashboard summary of question response by area.

November 2009

April 2010

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	Average of Q4	6.5	1.8	5.0	5.0	5.0
	Average of Q5	1.5	3.6	5.5	5.0	2.6
	Average of Q6	2.0	2.0	5.0	5.0	2.5
	Average of Q7	3.0	2.0	2.0	2.0	2.6
	Average of Q8	1.8	4.0	2.0	2.0	2.4
	Average of Q9	1.5	1.6	1.5	1.0	1.5
	Average of Q10	1.0	1.0	1.0	1.0	1.0

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South West and Wales	Average of Q4	5.5	5.4	6.5	7.0	5.6
	Average of Q5	5.4	5.6	5.5	7.0	5.5
	Average of Q6	5.0	4.6	6.5	6.0	5.1
	Average of Q7	5.3	6.0	3.0	7.0	5.3
	Average of Q8	5.6	4.0	6.5	7.0	5.4
	Average of Q9	5.2	3.4	5.5	6.0	4.8
	Average of Q10	4.4	4.8	4.5	5.0	4.5

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Scotland	Average of Q4	5.7	3.2	5.0	5.0	5.0
	Average of Q5	1.5	1.6	2.0	2.0	1.6
	Average of Q6	1.5	1.6	2.0	2.0	1.6
	Average of Q7	2.8	2.0	2.0	2.0	2.6
	Average of Q8	4.2	5.8	6.0	6.0	4.8
	Average of Q9	2.8	2.0	2.0	2.0	2.6
	Average of Q10	4.0	4.4	5.0	5.0	4.2

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Scotland	Average of Q4	4.3	5.4	5.0	6.0	4.7
	Average of Q5	4.5	5.4	6.0	6.0	4.9
	Average of Q6	4.3	5.0	5.0	6.0	4.6
	Average of Q7	4.8	5.8	5.0	6.0	5.2
	Average of Q8	4.3	5.9	6.0	6.0	4.9
	Average of Q9	4.4	4.8	4.0	5.0	4.5
	Average of Q10	4.0	4.5	5.2	5.0	4.4

Dashboard summary of question response by area.

November 2009

April 2010

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Northern England & Ireland	Average of Q4	5.7	2.0	5.0	5.0	5.0
	Av Q5	1.5	1.3	2.0	2.0	1.6
	Av Q6	2.8	2.0	2.0	2.0	2.6
	Av Q7	1.5	1.3	2.0	2.0	1.6
	Av Q8	2.8	2.0	2.0	2.0	2.6
	Av Q9	1.5	1.3	2.0	2.0	1.6
	Av Q10	2.8	2.0	2.0	2.0	2.6

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Northern England & Ireland	Average of Q4	5.2	5.0	5.0	6.0	5.2
	Av Q5	4.8	5.7	6.0	6.0	5.2
	Av Q6	4.1	4.7	4.5	5.0	4.3
	Av Q7	4.8	5.3	6.0	6.0	5.1
	Av Q8	4.7	4.0	6.0	7.0	4.8
	Av Q9	3.8	3.3	5.0	4.0	3.8
	Av Q10	3.9	4.3	5.0	6.0	4.2

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Central	Average of Q4	5.7	2.8	5.0	4.0	5.0
	Average of Q5	3.1	4.5	5.5	6.0	3.8
	Average of Q6	1.9	1.5	2.0	2.0	1.9
	Average of Q7	2.4	3.3	5.5	7.0	3.1
	Average of Q8	1.6	1.5	2.0	2.0	1.7
	Average of Q9	2.1	3.3	4.5	6.0	2.8
	Average of Q10	1.6	1.5	2.0	2.0	1.7

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
Central	Average of Q4	3.1	4.8	4.5	5.0	3.7
	Average of Q5	3.3	4.5	5.5	6.0	3.9
	Average of Q6	4.5	4.8	4.5	6.0	4.6
	Average of Q7	2.4	3.4	5.6	7.0	3.2
	Average of Q8	2.6	4.3	6.5	7.0	3.6
	Average of Q9	2.1	3.3	4.6	6.2	2.9
	Average of Q10	2.4	3.3	6.0	6.0	3.1

Dashboard summary of question response by area.

November 2009

April 2010

Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total	Area	Data	Engineer	Contract Manager	Key Account Manager	Key Account Director	Grand Total
South East	Average of Q4	5.5	3.3	5.0	5.0	5.0	South East	Average of Q4	3.5	3.8	5.5	5.0	3.8
	Average of Q5	5.8	3.5	3.5	7.0	5.2		Average of Q5	5.9	3.7	3.6	7.0	5.3
	Average of Q6	1.6	1.5	2.0	2.0	1.6		Average of Q6	6.4	4.8	6.0	6.0	6.0
	Average of Q7	4.8	3.0	3.5	6.0	4.4		Average of Q7	4.9	3.1	3.6	6.1	4.5
	Average of Q8	1.6	1.5	2.0	2.0	1.6		Average of Q8	5.3	3.5	4.5	6.0	4.9
	Average of Q9	5.4	2.8	3.5	5.0	4.7		Average of Q9	5.5	2.8	3.6	5.1	4.9
	Average of Q10	1.6	1.5	2.0	2.0	1.6		Average of Q10	5.4	2.5	2.0	2.0	4.3

Key findings from analysis.

- The greatest improvement in results have been shown in Q4 (Do you agree that ESL [Engineering Services Ltd] needs to improve its service delivery performance?) and Q8 (Do you support the 'Re-Focus' programme and its aims?), and Q10 (Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?) These are key items that will lead to success in this change. It shows that more people are seeing the need for the change, that this is leading to more support and that people are receiving suitable communication to provide them with the information to become advocates of the change.
- Q10 (Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?) seems to be the area where more work needs to be carried out consistently.
- There is also more work to be done in relation to Q9 (Do you believe that others in your team are supporting it?). It seems that people are still not yet convinced that their team colleagues are fully supporting the re-focus programme. Advocacy leads to more Advocacy, therefore this a key element in getting the workforce fully behind the change. Regular/occasional facilitated team meetings discussing the changes within the team would accelerate this item.
- All areas have shown significant improvement over the last 6 months as a result of the work carried out after the first COMeT analysis. Particular improvements have happened in the three areas of South West & Wales, Scotland, and Northern England & Ireland.
- There has been a significant move from resistance (red) to incubation (amber). Whilst it shows a vast improvement, the work needs to continue to ensure the tipping point is reached. With focused effort, this should be achieved within the next few months.
- Each area will need to address the issues related to their results, however Q10 (Do you believe that you are provided with suitable communication about the 'Re-Focus' programme?) seems to be the area where more work needs to be carried out across all areas. We recommend that each area develops a focussed and clear communication strategy to target their particular issues.
- There is also more work to be done in relation to Q9 (Do you believe that others in your team are supporting it?). It seems that people are still not yet convinced that their team colleagues are fully supporting the re-focus programme. Advocacy leads to more Advocacy, therefore this a key element in getting the workforce fully behind the change.

Recommendations.

- We recommend a clear corporate communication strategy which involves regular information rather than the ‘big bang’ approach to communication. At this stage in the change process, communication needs to be tailored, and the informal as well as formal networks need to be utilised.
- We need to engage known advocates to ‘spread the word’ to their colleagues. We therefore suggest introducing the concept of change champions for the re-focus programme. These will work in their locality to support the use of advocacy utilising the informal network.
- We recommend that each area develops a focussed and clear communication strategy to target their particular issues. This can involve 1 to 1 coaching and facilitation of groups.
- Regular/occasional facilitated team meetings discussing the changes within the team would accelerate the change. These can be specific to the change, or as part of an existing team meeting.
- We recommend that change plans are now localised. Each of these plans needs to highlight the success to date with a specific plan for the next few months to maintain or improve the level of advocacy for the change programme.
- The area directors need to receive 1:1 help in understanding the results for their areas, and the formulation of their action plans for the period ahead.

NOTE - The above are sample recommendations which may increase in complexity depending on the findings from the analysis.

How we can help you get the most from these recommendations:

1. One of our leading consultants on change communication will work with your change project leader to design and shape a communication strategy. We will also design communications for you to use, using e-mail, presentations, 1 to 1 meeting and newsletter formats. We will help you establish an internal blog in relation to this change.
2. We will help you identify and engage change champions for your business. We will run half day workshops for these change champions in order to give them the best skills of spreading advocacy in your business.
3. We will coach each regional head over a three month period in order to help them achieve advocacy in their areas and achieve Green scores across the dashboard for their region.
4. We will design and train your team leaders to run 'change workshops' in their own areas. These may be the change champions mentioned above.
5. We will run tipping point change workshops for your regional managers and team leaders. These will be based on the exclusive PC based business simulation. Each workshop will last one day and will fully enable them to understand change and to develop informed plans for their own areas.

NOTE - The above are basic recommendations for just some of the services and skills that we can provide to develop your team and ensure advocacy for your change programme.