



Introducing DNA



Circle 2 Success

July 2020



Thank you



Introducing DNA

We help our clients create stronger brands and better businesses.
For some we help them find, keep and engage the staff they need.
For others, we help them find, keep and engage the customers they need.
And for many we do both.

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Just a few of our clients

Aldermore

ALLSAINTS

Andrews 

brunel**care** 

Cath Kidston[®]

 **Electrolux**

 **endsleigh**

GLENDOLA
leisure group • limited

halfords

 *Joules*

 **lifetime**
training

 **MAN**

boohoo

NMR 

 **pets**
at home

極度乾燥(しなさい)
Superdry.

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And a few more



So for today

- Culture – fixing the disconnects, realising the opportunities

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- **Cultural audit process**

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- **Moving to the culture you want**

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- **Do's and don'ts**

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- Do's and don'ts
- **Some examples**

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- Cultural audit process
- Moving to the culture you want
- Do's and don'ts
- Some examples
- **A time to discuss...**

“How would you describe the culture?”

“How would you describe the culture?”

- “Which one? We’ve got a few...”

“How would you describe the culture?”

- “Which one? We’ve got a few...”
- Deep sigh, shoulders sag...

The gap between a leaders expectation of a business and its capacity to deliver

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Defining culture

The beliefs, behaviours, values, ways of working, standards and attitudes in your business. Basically, the sum total of how your people interact with each other and your customers.

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or

‘The way things are done around here’.

The culture you want and need isn't far away...

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Step 1 – set objectives

Step 1 – set objectives

- From what to what

Step 1 – set objectives

- From what to what
- Why

Step 1 – set objectives

- From what to what
- Why
- When, how and by who

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Step 2 – cultural audit

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- You can't improve what you don't accurately measure

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- You can't improve what you don't accurately measure
- Laying a foundation of fact for decision making

Step 2 – cultural audit

- You can't improve what you don't accurately measure
- Laying a foundation of fact for decision making
- **Be brave**

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The cultural audit – the process

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- Selected focus groups

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- Interviews with selected senior leaders

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- **An engagement survey to all staff**

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- An engagement survey to all staff
- **Customer survey**

The cultural audit – the process

- Selected focus groups
- Interviews with selected senior leaders
- An engagement survey to all staff
- Customer survey
- Brand and comms audit – messaging, consistency – internal & external

The cultural audit – the process

- Review of purpose, vision, mission and values

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- Review of purpose, vision, mission and values
- Review of exit data

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- **Review of attrition figures and trends**

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- A review of Glassdoor/social media/customer review sites

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- **Competitor review**

The cultural audit – the process

- Review of purpose, vision, mission and values
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- A review of Glassdoor/social media/customer review sites
- Competitor review
- **Mystery shopping – as a candidate and as a customer**

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Outputs

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Outputs

- Executive Summary

Outputs

- Executive Summary
- Action Plan with costs, timescale, owners, options and likely ROI

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Implementation – checklist

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- Describing the from what to what – and why

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- **Show and share the journey. Transparency on measures of success**

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- **Describe the WIFM. Show change in a way that people understand**

Implementation – checklist

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- Describing the from what to what – and why
- Show and share the journey. Transparency on measures of success
- Describe the WIFM. Show change in a way that people understand
- **Listen and consult – value creation fails when it is done in isolation or simply top down.**

Implementation – checklist

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- **Be honest, be humble that mistakes were made and be prepared to let go of unnecessary sacred cows**

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- **Absolute clarity and consistency on comms, one version of the truth**

Implementation – checklist

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- Absolute clarity and consistency on comms, one version of the truth
- **Lead and manage by example. Equip the Managers to do the same**

Implementation – checklist

- Look for ‘low hanging fruit’, key milestones and recognition opportunities
 - ‘movement makers thrive on momentum’

Implementation – checklist

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– 'movement makers thrive on momentum'
- Look for change ambassadors ('critical informal leaders' – bottom up not top down)

Implementation – checklist

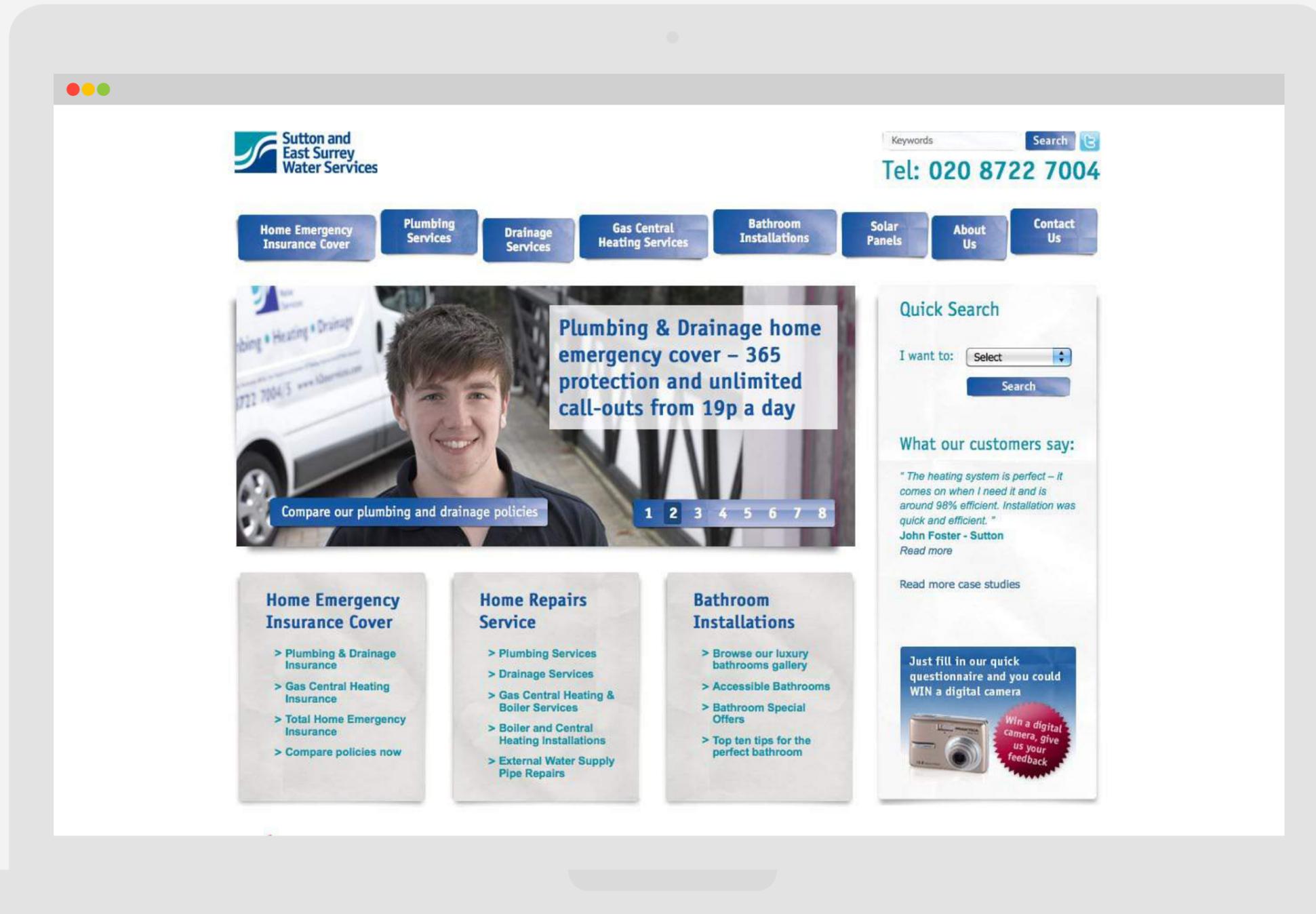
- Look for 'low hanging fruit', key milestones and recognition opportunities – 'movement makers thrive on momentum'
- Look for change ambassadors ('critical informal leaders' – bottom up not top down)
- **Enjoy it – leadership is about going somewhere!**

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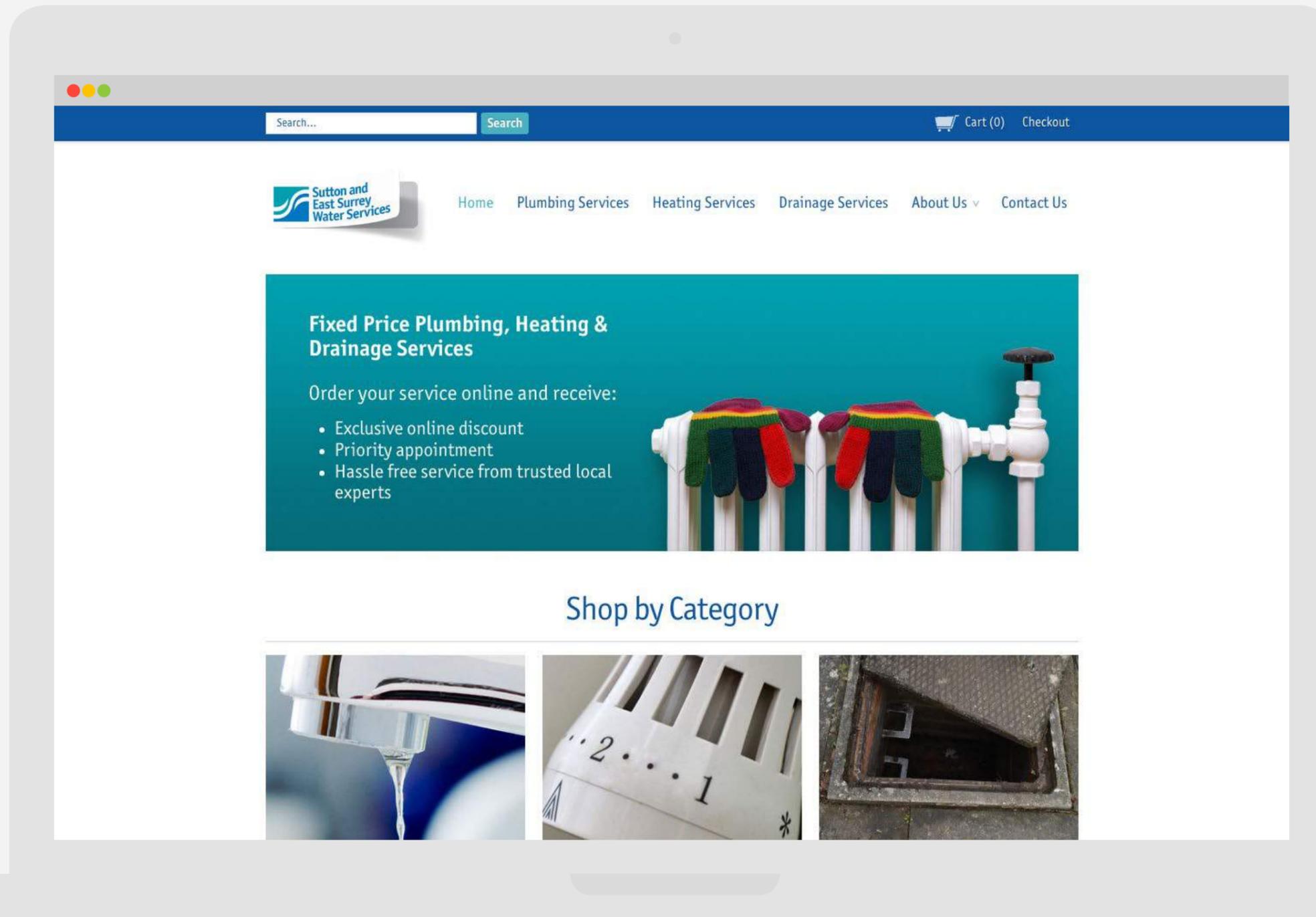
Some examples



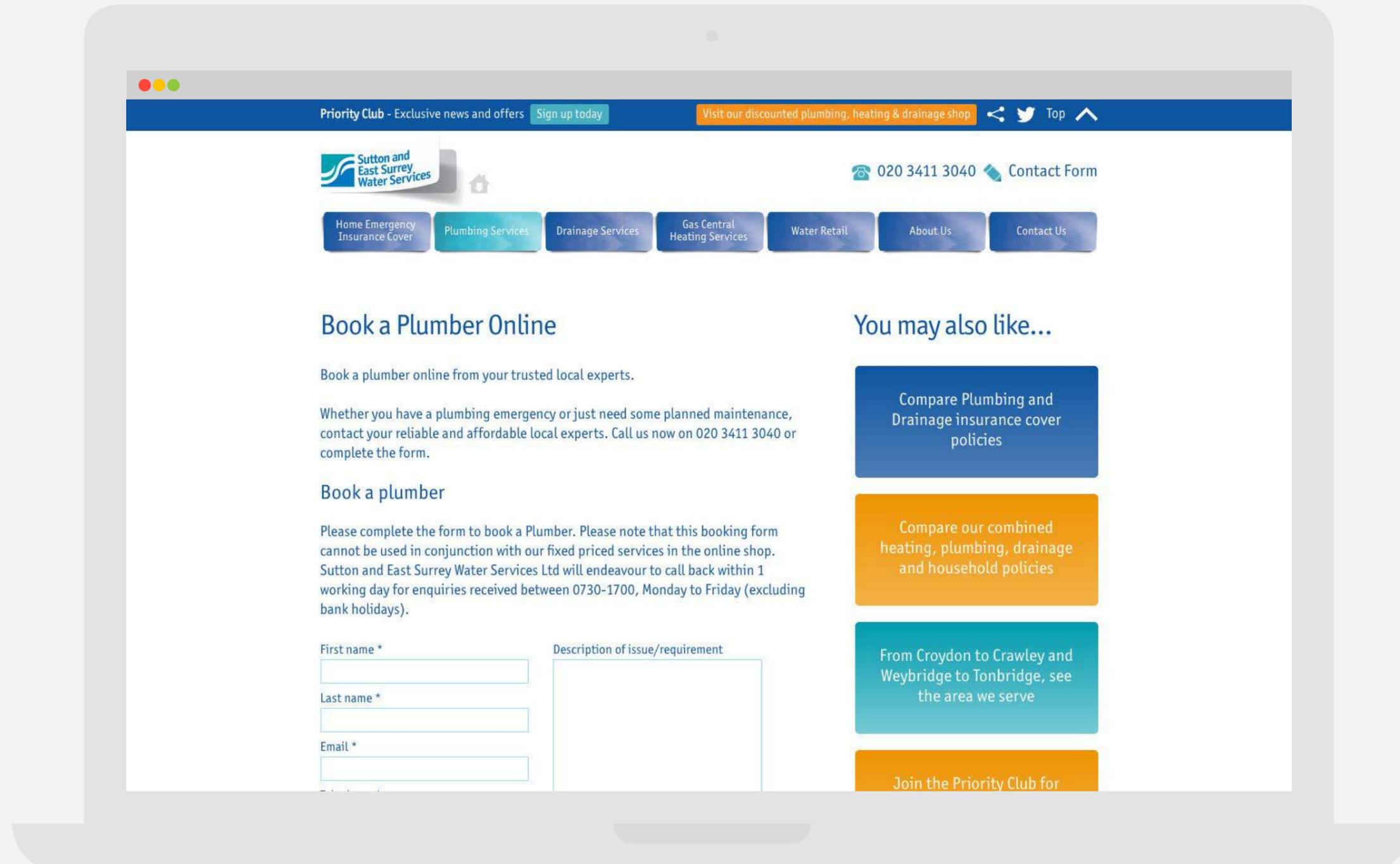
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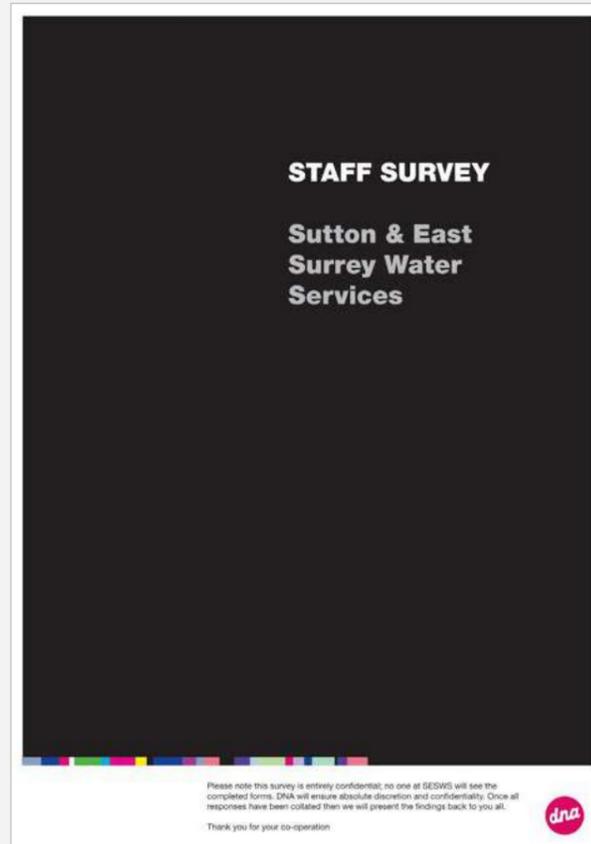
Introducing DNA – Sutton and East Surrey Water Services



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Introducing DNA – Sutton and East Surrey Water Services



Please select the relevant option from the multiple choice questions below

How long have you worked for SESWS? 0-1 yr 1-3 yrs 3-5 yrs 5-10 yrs 10 yrs +

What part of the business do you work in? Drainage Bathrooms Call Centre External
 Heating Office Plumbing Rather not say

Considering everything how satisfied are you with your job? Very satisfied Satisfied Indifferent Slightly unsatisfied Unsatisfied

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
I am kept well informed about the company's plans and progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am kept well informed about my department's plans and progress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is good co-operation between departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I receive the training or guidance I need to do my job well	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I do a good job I receive the praise and recognition I deserve from my manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am keen to see the company succeed and grow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-operation between departments is improving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I feel I can go to my manager with any issues or concerns I have Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

On the whole I think morale in my department is improving Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

On the whole I think morale in the company overall is improving Strongly agree Agree Neither agree or disagree Disagree Strongly disagree

What could / should we be doing more or less of to improve morale?

We have implemented many changes as a result of previous surveys but if there is something you feel we have missed or not covered well enough, we'd like to know.



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MUSE

Monthly Update for SESWS Employees
May 2012

Profits on track in April

As promised we said we'd update you each month on how we're doing as a business.

In our first trading month of the new financial year, April, we achieved our budgeted profit of £3k. Although turnover was down due to holidays and WIP, we also managed to make some cost savings by moving to a new underwriter. There's also good news in that a fair amount of the work in progress will be carried forward to May and June to give us a boost in those months.

The results were:

	Actual	Budget
Turnover down £63K	£436K	
Profit	£3K	

In detail;

External Turnover down £15k – <i>mainly due to holidays</i>
Heating Turnover down £10K – <i>but with £11K WIP carried forward</i>
Bathrooms Turnover down £26k – <i>but with £33k WIP carried forward</i>
Heating Scheme jobs down £15k – <i>due to warm March</i>

However, as I mentioned, these shortfalls were offset by moving to a new underwriter, leaving us with a budgeted profit of £3k.

First fix rates

We have started measuring these as we said we would. Heating have taken up the challenge in admirable fashion and are steadily improving against the agreed benchmark of 60%. As a business, you can only ever improve what you accurately measure and we'll expect to see continued improvement over the next few months.

Dave Cox is working with Deb to set the base level benchmark for plumbing so we can see the same results over time in that part of the business. It's great for the customer, it's great for our efficiency and has to be something worth striving for.

Deck the halls...

Emma Scott is about to research costs and potential venues for our 2012 Christmas party. Please could you forward any ideas or suggestions you may have directly to her in person or via email by 6th July. Thanks.

All Company quarterly meetings

We are aiming for the next quarterly meeting to be held on Tuesday 31st July, so please keep the morning free.

Birthdays in June

Lots this month. Please wish all the best to Steve Cox, Craig Knight, Lee Woodlands, Gary Thrupp, Mark Knight, Dave Jenkins, Glynis Bunch, Linda Sanders, John Jamieson and James Nichols.

MUSE

Monthly Update for SESWS Employees
July/August 2012

Trading results reflect tough market

We now have the final Q1 2012/12 trading results, covering the period from April to June. As you would expect in the current market it's not all good news but we're fighting our corner and there are many signs of encouragement and some great work to be proud of.

Turnover for the month of June was down (by £29k) as it was for both April and May. Total turnover for the quarter was £198k down compared to budget and £84k compared to last year. These figures are not so much of a worry as we feel we can bring this back in line with all we are doing.

Gross profit (total sales less cost of sales) is down by £20K to budget but compared to last year it is up by £62K.

Our final net profit (ie after all other costs and overheads are factored in) for the quarter was budgeted at £72k and we came in just under this figure at £71k. To be honest given the significant shortfall in turnover to be there or thereabouts is a real achievement. This is due partly to some areas of structure and pricing of the agreement Neil has negotiated.

Sales of new Total Plus policy

More great feedback from customers

We are most grateful for the remarkably rapid response to my telephone calls today at about 4pm asking now to proceed with the repair to a toilet cistern. It is essential to keep our bathroom and its toilet exclusively available to my wife (we are both 89) for health/hygiene reasons. The broken one was therefore, used by me and everyone else. We have frequent visits by carers and workman. Having explained the background, I was told it would be treated as an emergency and would be dealt with therefore, in 2-3 hours. In fact, it was completed by 5.30pm to "better than new". Having trained initially as an engineer from craft to professional, well I was delighted with the way your employee went about his work- good humour, speed and friendliness. As a customer, I was interested by him asking if he could be of any further help, and his concern with my wife's health care and wishing her well.

Mr Reynolds

Today your fitter called to fix a small leak under my kitchen sink. I just wish to put on record my appreciation to the service from all at Sutton Water, and in particular your fitter "Ken" who was very efficient and a very nice man. He was truly a great credit to your company.

Mr Care

Celebrations

July birthdays
Please wish all the best to Steve Woolcott, Sonia Barclay and Neil Chapman.

August birthdays
Please wish all the best to Sam Smith, Daniel Scott, Emma Lorraine, Danny Woodlands, Gavin Taylor, Richard Smith, Karen Dixon, Ken Hoard, Duncan Appleby



“How much of your marketing budget do you spend on your staff?”



Survey response up (62%)

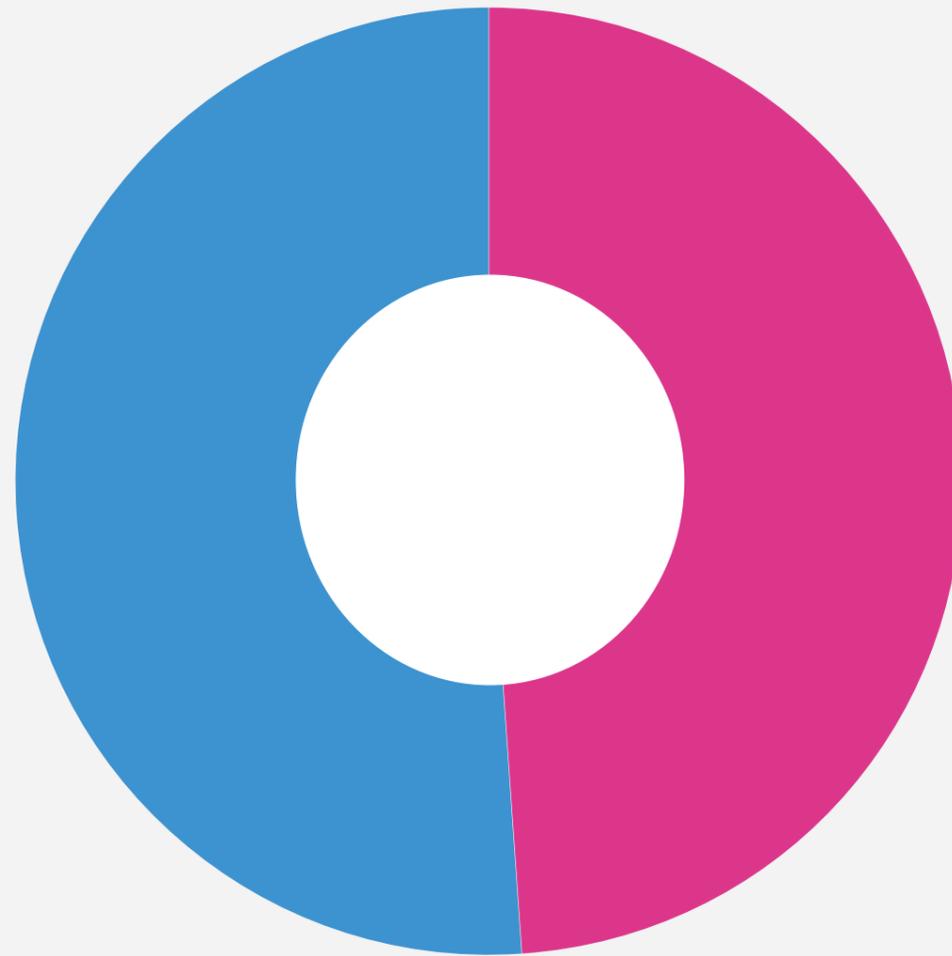
Overall engagement (51-64%)

Manager recognition (22-56%)

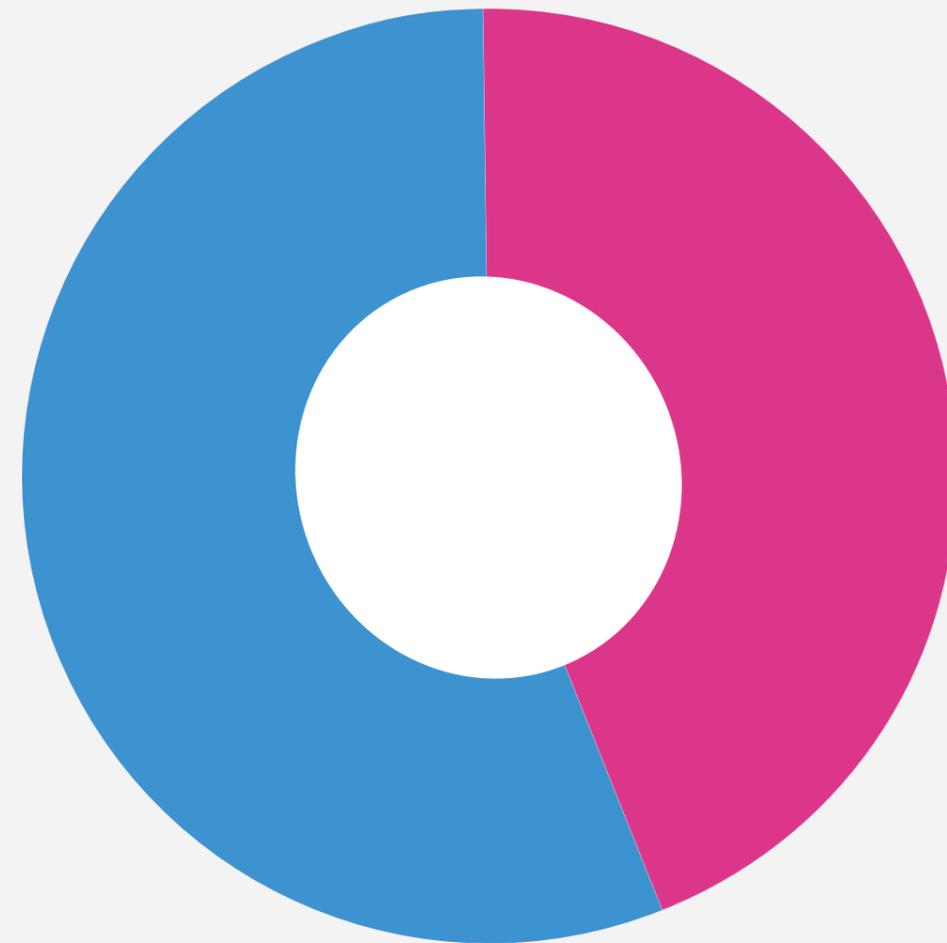
Cooperation between departments (14-37%)

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End of Year 1



End of Year 3



- Number of compliments
- Number of complaints



Sickness reduced by 50%

Sales from staff leads doubled (£250k)

Staff ideas on efficiency savings and new products (£250k)

Net profit up 51%

joules

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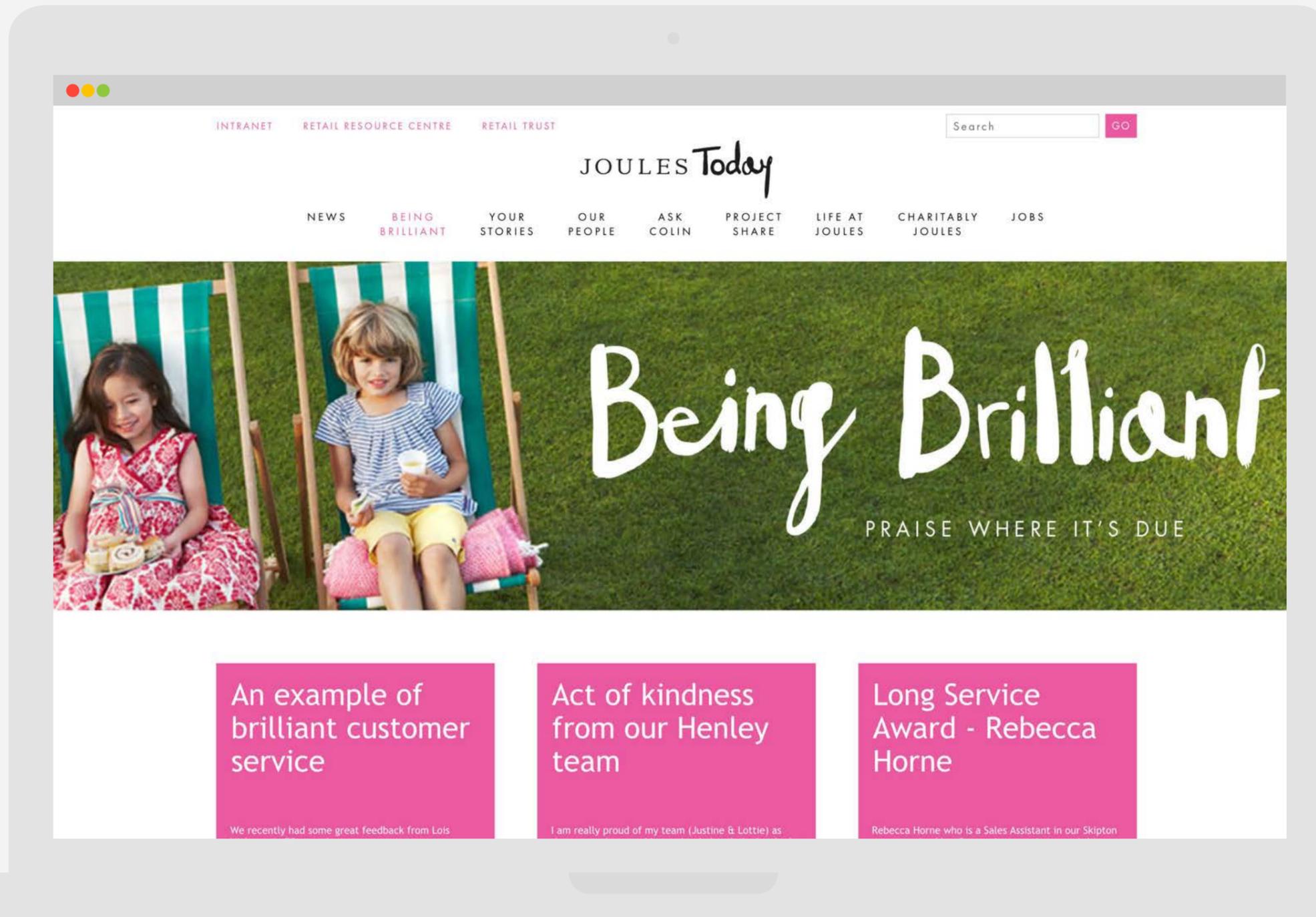
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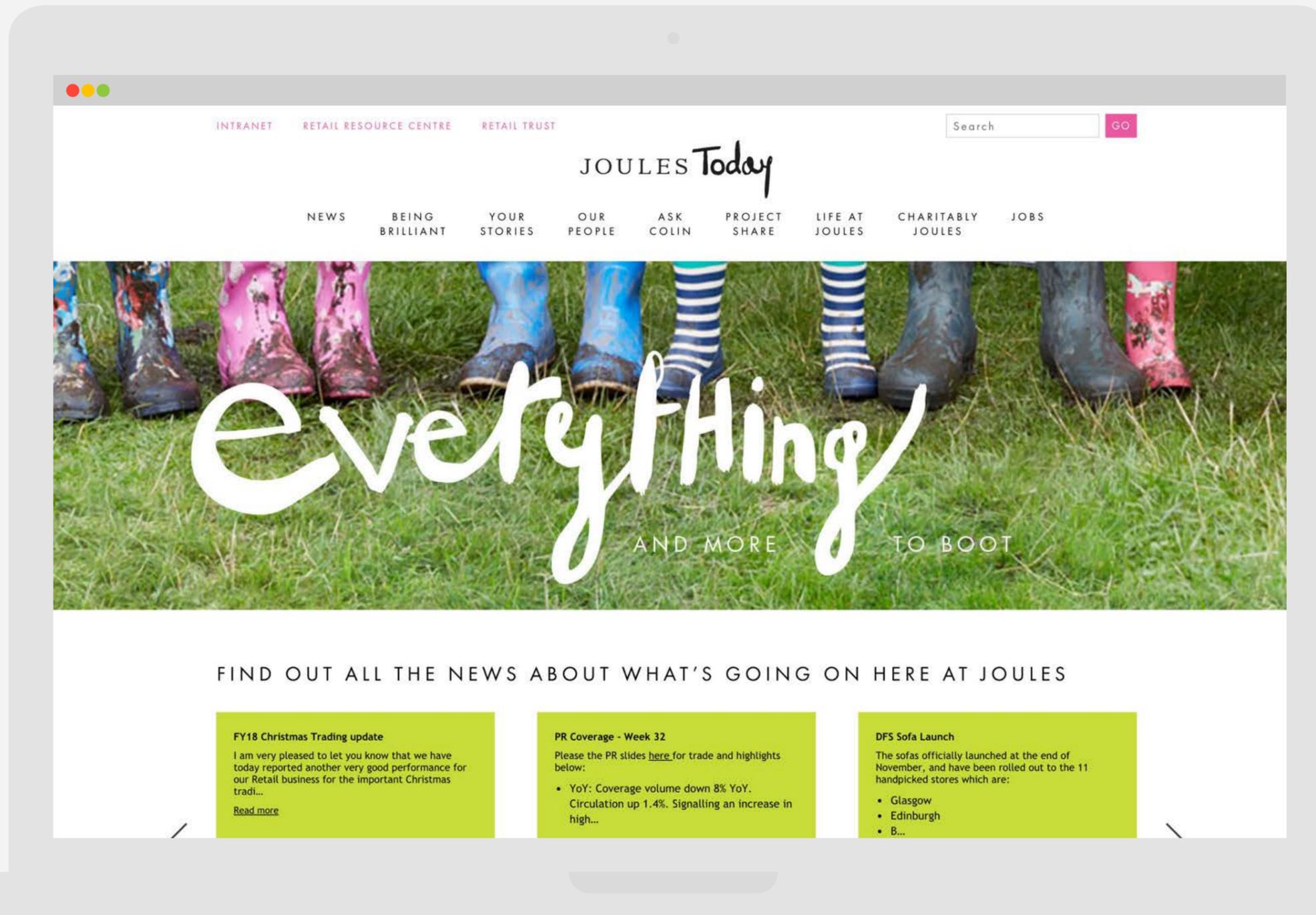
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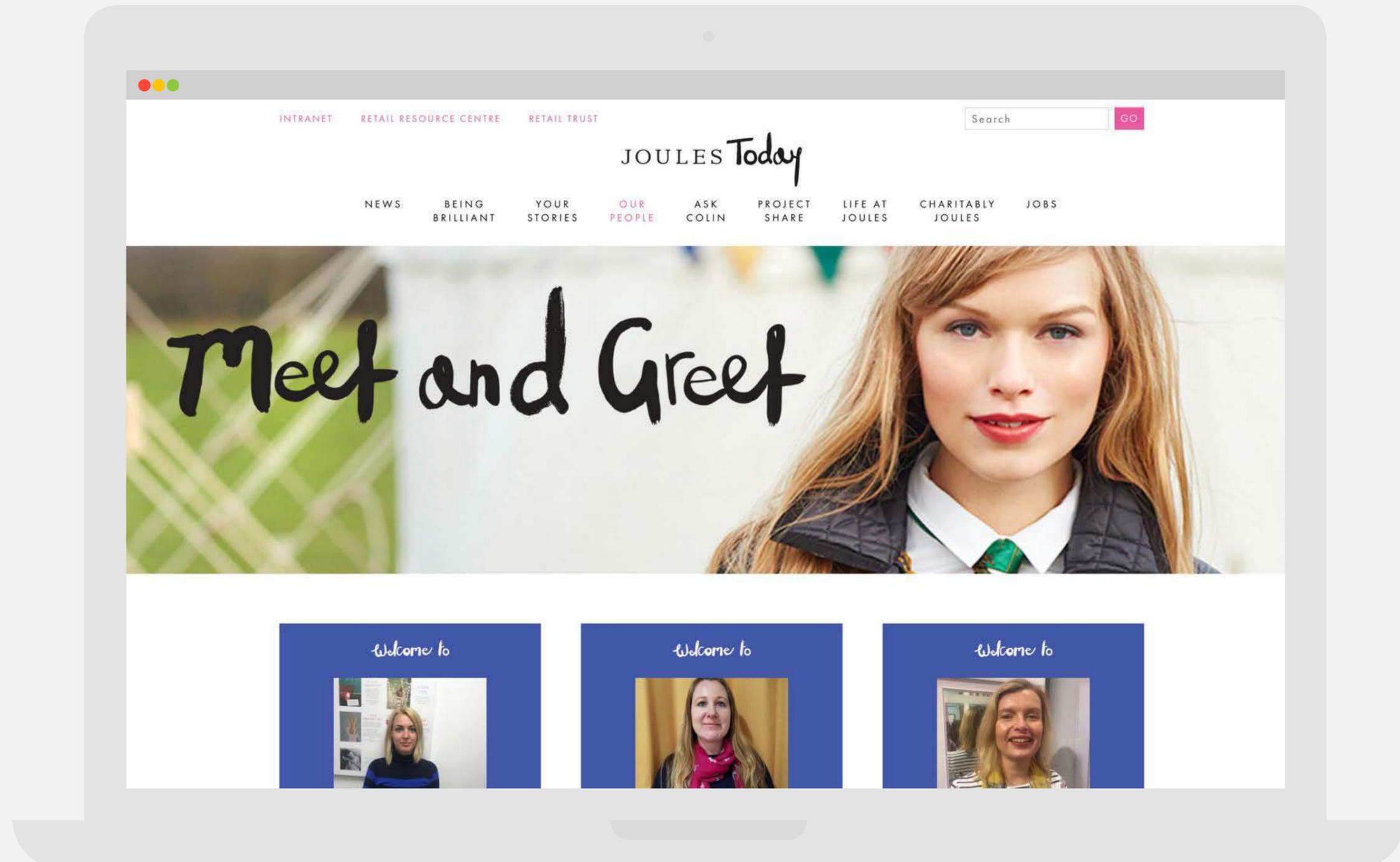
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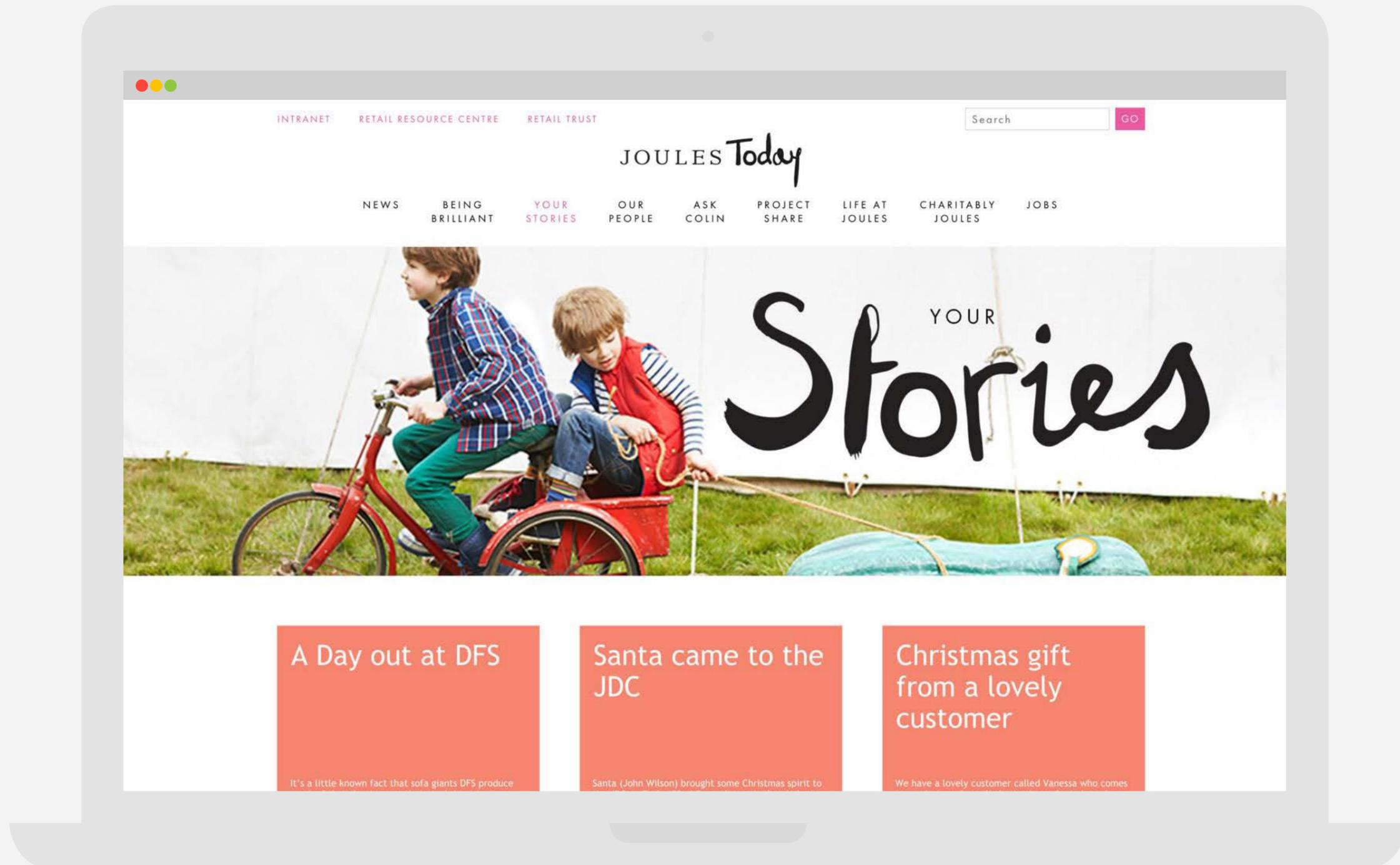
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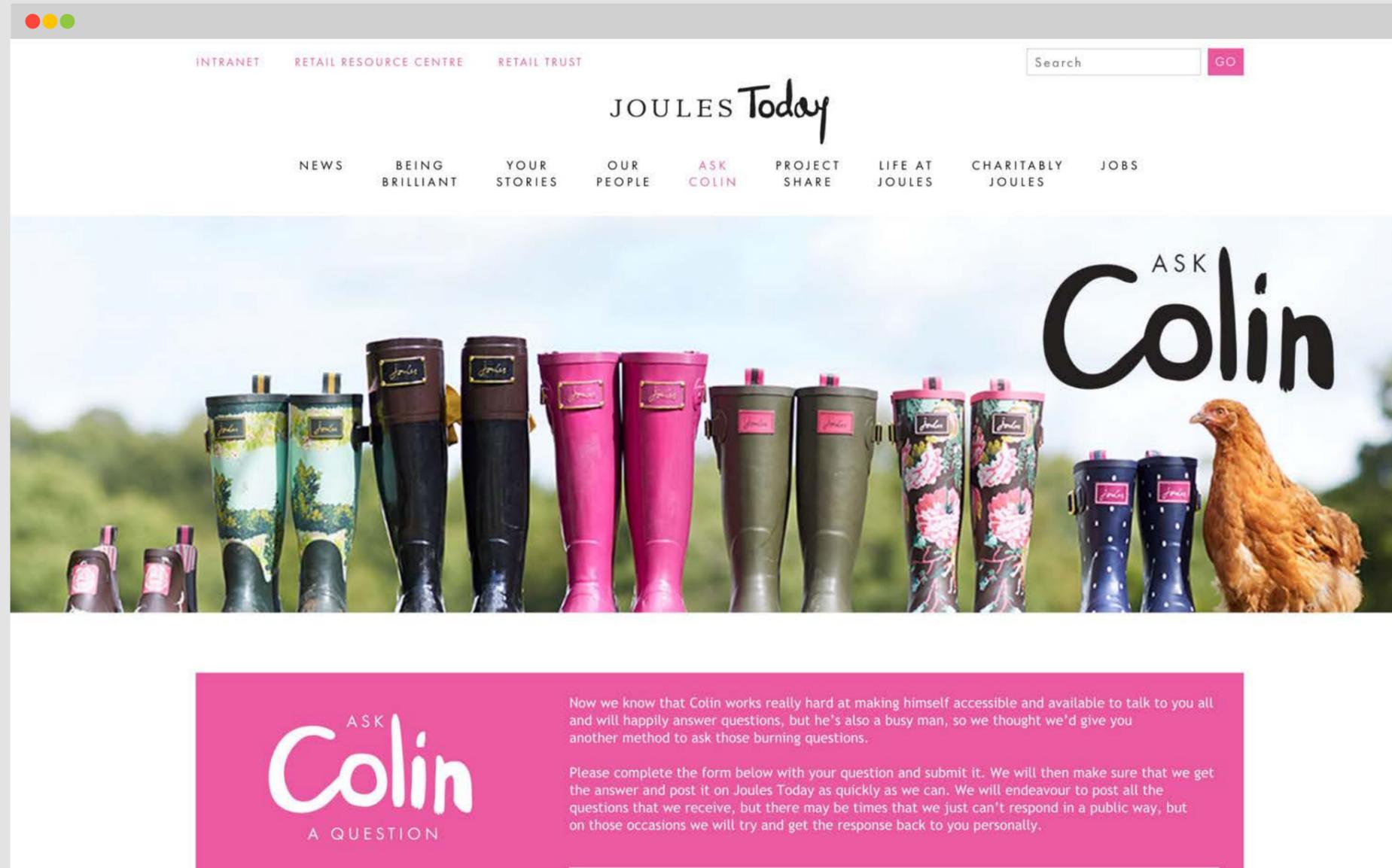
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Introducing DNA – Joules



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The screenshot shows the Joules Today website interface. At the top, there are navigation links for 'INTRANET', 'RETAIL RESOURCE CENTRE', and 'RETAIL TRUST'. A search bar with a 'GO' button is located on the right. The main navigation menu includes 'NEWS', 'BEING BRILLIANT', 'YOUR STORIES', 'OUR PEOPLE', 'ASK COLIN', 'PROJECT SHARE', 'LIFE AT JOULES', 'CHARITABLY JOULES', and 'JOBS'. The central banner features a row of colorful Joules boots and a brown chicken, with the text 'ASK Colin' in a large, stylized font. Below the banner, a pink box contains the 'ASK Colin A QUESTION' logo and a text block explaining the 'ASK COLIN' service.

INTRANET RETAIL RESOURCE CENTRE RETAIL TRUST

Search GO

JOULES Today

NEWS BEING BRILLIANT YOUR STORIES OUR PEOPLE ASK COLIN PROJECT SHARE LIFE AT JOULES CHARITABLY JOULES JOBS

ASK Colin

ASK Colin
A QUESTION

Now we know that Colin works really hard at making himself accessible and available to talk to you all and will happily answer questions, but he's also a busy man, so we thought we'd give you another method to ask those burning questions.

Please complete the form below with your question and submit it. We will then make sure that we get the answer and post it on Joules Today as quickly as we can. We will endeavour to post all the questions that we receive, but there may be times that we just can't respond in a public way, but on those occasions we will try and get the response back to you personally.

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INTRANET | RETAIL RESOURCE CENTRE | RETAIL TRUST

Search [GO](#)

JOULES Today

NEWS | BEING BRILLIANT | YOUR STORIES | OUR PEOPLE | ASK COLIN | PROJECT SHARE | **LIFE AT JOULES** | CHARITABLY JOULES | JOBS

Life at JOULES

OTHER IMPORTANT STUFF

LIFE AT JOULES

- A-Z VALUES
- LEADERSHIP PRINCIPLES
- RESPONSIBLY JOULES
- OUR BENEFITS

Life at Joules

As you know, our culture is all about Being Brilliant in everything we do. We strive to do this every day by:

- Working together - learning to adjust, revise and work in different ways.
- Giving feedback - saying "thank you" is the simplest and best feedback of all.
- Being generous - with our time, support and advice.
- Inspiring others - inspiration is an 'energy' that is both emotional and practical and encourages everyone to be their best. At Joules, it's a daily activity.
- Listening - a brilliant company knows when to LISTEN as well as when to react.

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CHARITABLY JOULES

[CHARITABLY JOULES NEWS](#)

[CHARITY COMMITTEE](#)

[GIVE AS YOU EARN](#)

[MATCHED FUNDRAISING](#)

Charitably Joules

At Joules we have a great history of supporting our local communities and we have established a number of partnerships and friendships over the years with a number of amazing charities which mean a lot to us.

Our support for our charity partners ranges from fundraising to designing and selling products to raise money on their behalf. Supporting our local communities in this way is at the heart of our brand and we are constantly striving to achieve even more.

We're incredibly passionate about our charity partners, let us tell you why...

ACTIVE!VE NATION

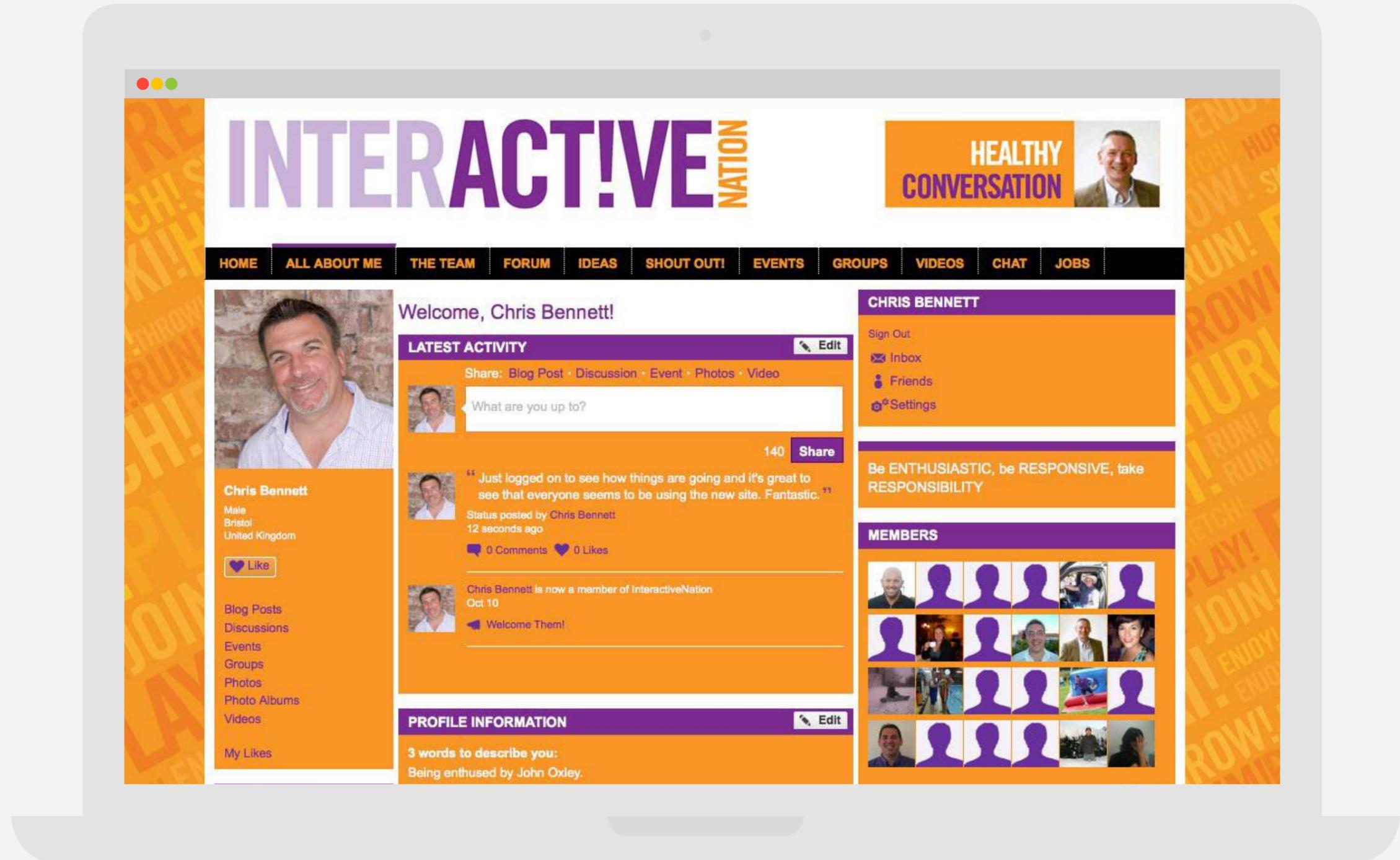
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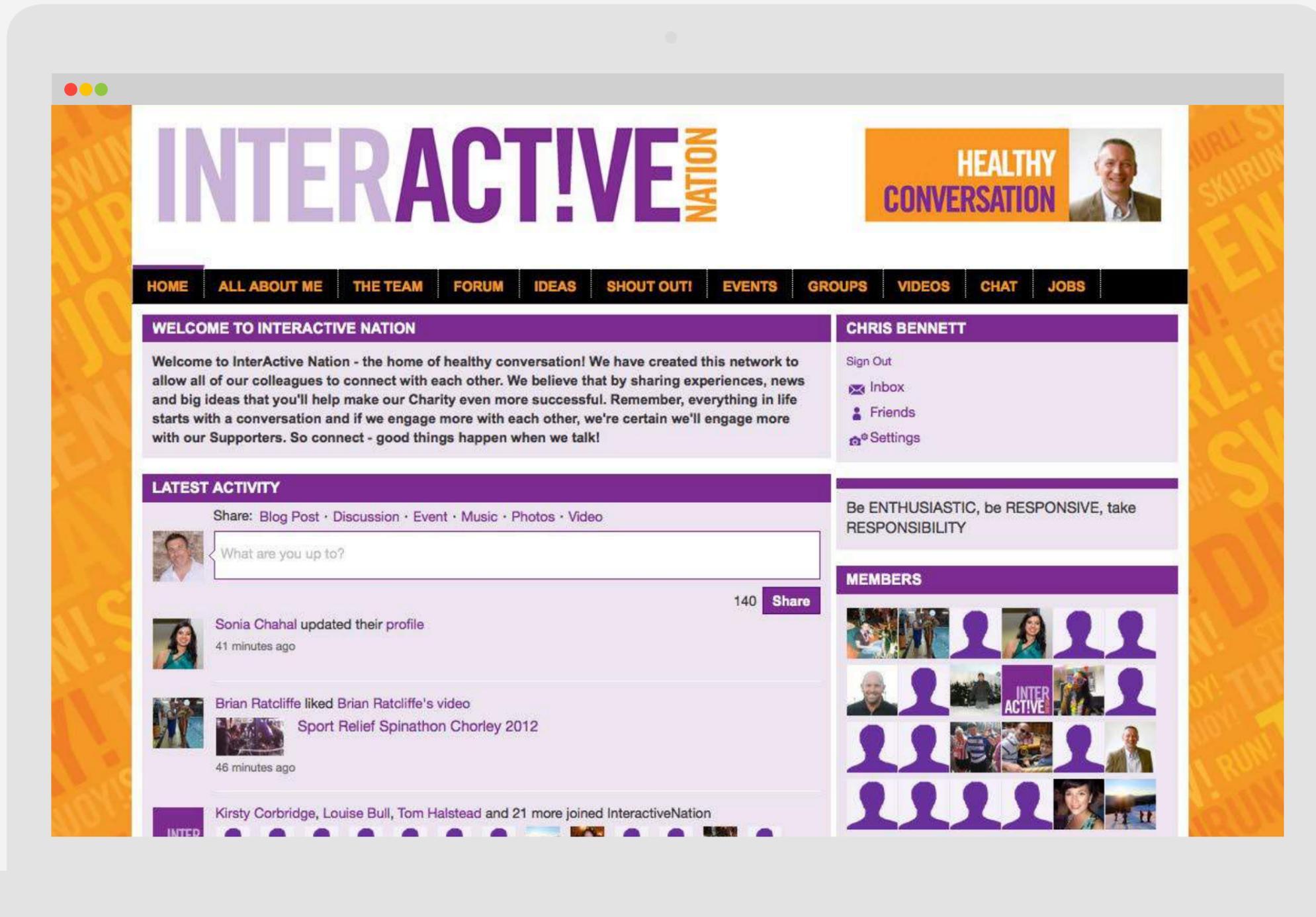
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Introducing DNA – Active Nation



Introducing DNA – Active Nation



Introducing DNA

So....

- What are the opportunities in your business?

So....

- What are the opportunities in your business?
- **Nothing is unattainable...it's how you plan, implement and organise yourselves.**

So....

- What are the opportunities in your business?
- Nothing is unattainable...it's how you plan, implement and organise yourselves
- **You didn't come this far to only come this far...**





Thank you

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