



WELCOME BREAK IN THE U.K.

Organisation

Welcome Break is one of the largest motorway service providers in the United Kingdom. With 27 sites around the U.K., it has seen a rise in profits year on year.

Job to be Done

The goal of Welcome Break's management is to ensure that the leadership skills of those bringing in the results are in line with the company's growth and expansion such that leaders are able to deliver even greater results. With a more focused mission, vision, and value set, and a desired "constructive" culture, leaders in Welcome Break are attempting to lead the company in a manner consistent with the knowledge worker era. The "end in mind" is to increase employee engagement, increase internal development, and reduce employee turnover.

Solution

With a human resources director who had joined the company two years ago and who had seen positive outcomes from the application of *The 7 Habits of Highly Effective People* programme in other settings, it was construed appropriate to start a cultural change programme using *The 7 Habits of Highly Effective People* as the foundation. *The Leadership: Great Leaders, Great Teams, Great Results* programme followed a year later, with the aim to increase employee loyalty and all the added benefits that come with having a fully engaged workforce.

In addition to *The 7 Habits of Highly Effective People* and *Leadership: Great Leaders, Great Teams, Great Results* programmes, Welcome Break also aligned three key systems to support this cultural change, namely, they restructured their career development path, enhanced their site HR resources to maximise their potential, and heavily developed the senior site management team.

Results

The impact that the solutions have had are as follows:

Employee Engagement: In a survey conducted in April 2007, Welcome Break asked its employees the Ultimate Question*: “How likely are you to recommend Welcome Break as an employer to your friend or relative?” The same question was asked again in April 2008. In the year between the 2 questions, Site Directors were consciously applying the new mindset, skill-set and toolsets from the leadership programme. The table below illustrates the results of the employee Net Promoter Score:

| Site | Apr 07 NPS% | Apr 08 NPS% | Difference(+/-) |
|------|-------------|-------------|-----------------|
| A | -56% | 3% | +59% |
| B | -42% | 0% | +42% |
| C | -20% | +3% | +23% |
| D | -57% | -8% | +49% |

*This is based on Fred Reichheld’s book *The Ultimate Question*

Employee Turnover: Employee turnover in 2 sites was greatly reduced. Even the 2 sites that did not have a prevalent issue still reduced their employee turnover.

| Site | Apr 07 Turnover% | Apr 08 Turnover% | Difference(+/-) |
|------|------------------|------------------|-----------------|
| A | 61.3% | 38.8% | -22.5% |
| B | 38.5% | 37.6% | -0.9% |
| C | 38.5% | 30.3% | -8.2% |
| D | 56.8% | 34.6% | -22.2% |

Internal Promotions:

| Site | Apr 06–Mar 07 | Apr 07–Mar 08 | Difference(+/-) |
|------|---------------|---------------|-----------------|
| A | 3 | 11 | +8 |
| B | 11 | 9 | -2* |
| C | 3 | 6 | +3 |
| D | 9 | 23 | +14 |

*Site B had a higher number of vacancies to fill between April 06 and Mar 07, so much so that they recruited 10 externals in that year too. Although they promoted 2 less internally, between April 07 and Mar 08, they only recruited 2 externals.



It is clear that the FranklinCovey training is having a profound, positive impact at Welcome Break. ■

Testimonials

FranklinCovey consultants interviewed the site directors involved in this study and recorded the following comments:

“I am now a great believer that whether I am here or not, my team can still achieve.”

“We now have a fair and transparent reward system.”

“I’ve only lost one unit manager in 18 months!”

“I feel as though my team can trust me now.”

“It’s made my life at work easier...dare I say it!!”

“Everything was done as a process; it didn’t focus on the people, but now it does.”

“I’ve let people just be themselves.”

“I was the mediocre manager!”

“I spent 18 months focusing on Imperative 1: Inspire Trust, and I’m getting the dividends now!”

For further information about how FranklinCovey could help you to achieve great results contact: 01295 274100 or visit www.franklincovey.co.uk.