



**FLINT**   
empowering change

# CITY-BASED GLOBAL TRADING COMPANY

## CASE STUDY

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IGNITING CHANGE FOR YOUR BUSINESS

PREPARED BY FLINT CHANGE LTD

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# TRADING COMPANY CASE STUDY

*'A very practical approach to genuinely embedding Values'*



## The Story - *What was going on?*

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A highly innovative, fast paced City organisation with aggressive growth plans, and no previous vision, mission or strategy.



## The Problem - *What did they need?*

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A traditional top-down, 'tell approach', meant people were waiting to be told as opposed to waiting to take the lead in their area. This individualistic culture had embedded a lack of collaboration and innovation.



## The Solution - *What was our approach?*

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We identified the need for a new, integrated-people strategy, evaluating the company's employee life cycle and team-member recruitment and induction practices.

Working collaboratively with individuals at all levels, we crafted and defined a new set of tools to bring the team together, including:

- New Vision, Mission, Strategy and Values
- An innovative communications plan
- Bespoke interventions and actions to embed Values
- Development of a new performance suite to measure and embed Values
- Redesign of existing People strategy to build the desired culture by creating joined up, purposeful interventions

# OUR UNIQUE APPROACH



*How we used the Flint Change 4-Step approach*

## 01 EXPLORE

By listening to employees across the global team - from traders to those who enabled trading - we got a clear view of the existing culture and the desired change. We saw the strengths to build on, and what was getting in the way. When we presented back to the Executive team, they were open, forward thinking and challenging. Our recommendations became the plan to bring about transformation.

## 02 ENGAGE

Through our engage audit, we discovered existing Values felt 'too corporate'. Intentions were understood, but descriptions were not quite there. So we invited a group of employees to reword them to suit the teams' culture and demographic. The results were dynamic and exciting. Being peer-led, people were interested and responsive, which made it much easier to build interventions and change.

## 03 EMPOWER

The organisation prioritised an evaluative approach to performance, which covered values and behaviours as well as financial objectives. This became part of the DNA and was ultimately linked to reward.

## 04 EXPERIENCE

Each area of the employee life cycle was designed to reinforce the the desired culture. The attraction strategy needed to align as did the recruitment and selection approaches. The office environment was upgraded to provide more collaborative and rest spaces, and individuals were given a strong developmental focus. Engagement and retention were high as a result.

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# ABOUT US

At Flint Change we take a fresh approach to helping manage any organisational change. Whether it be corporate start-ups, strategy implementation or business as usual, we are all about engaging teams and helping translate strategy or culture into what it means for your people.

## ARE YOU READY TO IGNITE A CHANGE?

Flint Change provides the tools and frameworks to support businesses set strategy and translate it into 'what it means for me' both for leaders and individuals in their teams. This means employees know what to do, how to do it, why it's necessary and the deadline! In turn, organisations benefit from higher employee engagement and an increase in performance. Our toolkit offers simple methods to equip businesses to take their people on the same journey, engage them in their plan, and - potentially most importantly - track their progress against that plan in a bespoke and energetic way.





# CLIENT TESTIMONIALS

All in all - great to work with!

Claims Director - NHBC

"Working with Flint was a terrific experience. From the outset they demonstrated a great understanding of the problems we faced and what we wanted to achieve. The strong focus on outcome was so key in helping us deliver some amazing results. We saw greatly improved customer satisfaction and employee engagement as well as cultural changes which led to improved ways of working. They worked with us during a challenging time and their assistance in shaping our improvement strategy and supporting plan was a key element in our success."



"I highly recommend them as  
a team and the work they do"

CEO and Founder – The Creative Square

"I brought in Flint to work with me and the team and they have gone above and beyond. They have brought their considerable experience to my company and created clarity around mission, vision, compensation structure, reporting and accountability to name but a few. They have provided a fantastic service."

# OUR TEAM

Flint Change was established in 2014, and since then Alex Walker has been supporting Leadership teams to create the optimum environment to implement change. In 2020, Lucy and Marianne joined the team and bring their broad set of skills to create a truly collaborative approach, working together to support you with Customer Experience, Employee Experience and Change Management.



## Alex Walker

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Alex is a Business Psychologist and Non-Executive Director with a background in HR and customer operations. She has a proven track record in creating behavioural and cultural change for tangible business benefits, having worked with brands including Mandara, NHS, NHBC, Open University, Miele, Virgin Mobile Australia and GE Healthcare.



## Lucy Palmer

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Lucy's experience combines programme management skills with commerciality. She has implemented strategic change programmes in everything from customer experience evolution and commercial development to culture change and employee engagement. Brands she has worked with include Vodafone, Mars Inc, HGS and HSBC. She gained an MBA in 2009.



## Marianne Avery

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Marianne is deeply passionate about the customer. At Barclays she was responsible for aligning customer experience across the offshore Virtual Channel Teams as well as building a culture where colleagues were customer advocates. Previously she has managed partnerships and new product development teams as well as large scale programmes for clients including Virgin Mobile Australia and Ford Inc.