



Protecting people
on the move

Whitepaper

The importance of a
supportive company
culture in driving
transformational
change



Contents

- 04 The importance of a supportive company culture in driving transformational change
- 08 Greenhous – TTC case study
- 11 Conclusion

About TTC Group

Protecting people on the move. TTC Group is a leading provider of road safety training and services, educating 500,000 road users annually.

For businesses, we provide services to reduce fleet operating costs and risks by improving driver safety and compliance with the law. We offer fleet risk management services and driver training for companies with commercial vehicles, PCVs, fleet vehicles and grey fleet drivers.

We are appointed by 14 UK police forces to deliver retraining for 'speeding' and 'drink drive' offenders under the National Driver Offender Retraining Scheme (NDORS) and the Drink Drive Rehabilitation Scheme (DDRS) across the UK.

Our training services extend to other vulnerable road users. We are the largest cycle training provider offering programmes for businesses and the nationally recognised 'Bikeability' and 'Balanceability' courses.

Our services are Quality Assured to the highest international standards. We are one of only a handful of UK organisations to have been awarded the ISO:39001 Road Traffic Safety Management System accreditation.

The importance of a supportive company culture in driving transformational change

Transformational change is difficult. It's especially challenging when trying to alter the behaviours of other people. It requires focus, clarity and commitment and, most importantly, the resources to support the employee's capability to change, not just their commitment to it.

Changing driver behaviours

- Every company has a legal requirement, under health and safety legislation, to ensure people who drive for work are assessed and then, where appropriate, offered training
- For a transformational change, leadership must show commitment through actions not words
- Communication must be focused on the employees' capability, not commitment, to change
- The programme should answer the 'What's in it for me?' question through targeted communications and a two-way dialogue
- Post-training information should be provided to drivers to ensure they retain and act on the new insights and knowledge they have gained
- Full engagement by the company, from the start of the programme through to the point where the programme has become part of the business culture is key

‘Culture eats strategy for breakfast’

Peter Drucker
Management Guru

These words, attributed to Peter Drucker in 2006, are profound. What he was saying is that however good the strategy is, if you don't have the right culture your strategy simply won't work.

This approach is true when introducing a work-related driving programme or any type of change management.

Part of an employee safety and well-being strategy

As driving for work^[1] is one of the most dangerous activities many employees undertake regularly, every company has a legal requirement, under health and safety legislation, to ensure that people who drive for work are assessed^[2] and then, where appropriate, offered training.

While, in itself, a work-related road safety programme has value, it can also support an organisation's drive to raise the profile and acceptance of safety in general within an organisation. This additional benefit can bring significant gains for the employees and the company alike.

A driver safety programme can also be used as part of a Corporate and Social Responsibility (CSR) initiative, where the organisation can demonstrate, through actions and words, that it cares about its employees' well-being and safety while driving.

Leadership role models

A vital part of any successful change management is business leadership and organisational culture. The phrase 'the top sets the tone' is well recognised as it confirms that if senior leadership are committed to a project, they will support it. If they don't it is more than likely to fail.

Leadership must lead by example. They need to get involved in the communications plan, take an active part in the programme, and communicate their commitment to the rest of the organisation. Actions speak louder than words. A culture that recognises and rewards active participation in a new programme will succeed by encouraging everyone to get involved.

Line managers also have a vital role to play in implementing a successful programme. Training them so that they understand the goals of the programme, as well as their legal and health and safety responsibilities, is key.



Employee buy-in

Many change management programmes fail because they don't answer the fundamental question of 'what's in it for me?'. Every employee needs to understand why they need to participate and the benefits of doing so. It needs to be a two-way dialogue.

Some organisations use health and safety messages to support their road-risk programme. They choose a programme name to help in communicating the safety benefits, for example, 'SafeDriver.' Others focus on the 'life skills' that driving education can deliver, for example, 'Drive for Life.' Each programme needs to match the culture of the business and explain how employees can benefit personally by taking part. This engagement could take the form of a simple thank you in personal reviews, or being name-checked as a programme 'champion.'

Communication approach

A core part of a successful change management programme is communication. Relevant, appropriate and targeted communication must be delivered to the individual stakeholder, whether that's the driver, the line manager or leadership team.

It's vitally important the target audience is also segmented, so the messaging resonates with each different audience. For example, the details of the cost savings achieved by a successful road risk programme may be relevant to a leadership team but not to the drivers. Saying that, it would still be useful for drivers, line managers and leadership to understand their individual responsibilities under health and safety law.

Gartner, the research company, says 'Communications teams that focus on driving employee commitment to change, rather than on increasing employee capability, will create more stress for employees and harm performance. Employee commitment to change does increase performance; the capability to change has over three times as much impact.' The message is clear – focus communication efforts on an employees' capability, not commitment, to change.

Also, communication must showcase success and highlight the importance of the programme as well as show progress, success and lessons learnt. In fact, communication is the backbone on which the programme is built.

Knowledge reinforcement and retention

It's well established that many training messages are forgotten within days if they are not reinforced in some way. It's particularly important, when looking at behavioural change, the trainee can reflect on any new knowledge acquired and then make a conscious decision to drive differently in future.

Knowledge reinforcement, through regular communication with training delegates, over a period of time, is vital to embed the new way of working. As a result, knowledge and new behaviours will be retained and become part of the new culture of the business. It's hard to change behaviours instantly, but by constantly reinforcing messages and nudging people to act differently through rewards (and sometimes sanctions), behavioural change can become permanent.

Keeping the programme alive

A successful driver safety programme can run over several years, so it's important to keep the benefits of the programme in sharp focus. Keeping it alive is normally achieved by ensuring each training intervention is relevant, interesting and personalised. In this way, each driver will learn something new and useful on a regular basis.

Some companies like to make it competitive with 'driver of the year' competitions or create league tables between different departments or operating divisions. This 'gaming' approach is usually very successful if it supports the company's culture and is recognised as a positive influence on the business.

What's important is that regular communication about the programme is maintained, positive behaviour is championed and success is rewarded. That's what keeps a programme alive!

Key Performance Indicators (KPIs)

The value of any programme can be measured in several ways. The most obvious, but sometimes most difficult to measure, are the financial benefits or return on investment (ROI). These benefits can be a reduction in the number of collisions per annum, the severity of collisions per annum and also how many are at-fault crashes as opposed to third-party ones. Other gains may be lower repair costs, reduction of time a driver takes off work or lower temporary recruitment costs, not all of which are obvious.

If the training provider is involved in creating meaningful and supportive KPIs, the programme can be managed more easily, and an agreed definition of success can be identified upfront.

Programmes can often offer value in different, and sometimes, unexpected ways. It can provide a culture of support and safety, employee well-being as well as supporting the brand as a whole. While less tangible, these valuable benefits can be very useful, providing an additional outcome of a successful programme.

Supplier relationship

To keep the programme alive and vibrant, regular meetings between the organisation and the supplier are vital. When dealing with lots of employees, often being asked to provide personal data, problems will occur. That's why it's so important that both a formal and informal dialogue is maintained between the company and their training partners throughout the programme.

Accurate, timely and relevant data is key to this. By identifying areas where things aren't going to plan quickly, actions can be taken to make sure the programme remains on track. If the programme stalls, it's often difficult to get back running quickly as momentum can be lost. That's why regular management is key to success.

Greenhous Group's business growth drives comprehensive health and safety programme for 'at-work' drivers

The company operates a full work-related driving programme to ensure compliance with their duty of care responsibilities and a safer working environment for all their drivers.

- ✓ Effectively manages duty of care responsibilities – legal and health and safety
- ✓ Legal compliance through licence checking via the DVLA
- ✓ Personalised training which makes drivers more aware while driving for work
- ✓ Management alerts that identify issues to be resolved
- ✓ Consistent work-related driving programme supporting all drivers
- ✓ Digital technology providing a tailored learning solution and continuous engagement

The Greenhous Group is one of the top 20 motor groups in the UK. Its principle activities include the sale and distribution of fleet and retail cars, vans and trucks, the refurbishment of contract hire, rental and fleet vehicles after the completion of their contracts, the service and MOT of vehicles and the wholesaling of truck, van and car parts.

Founded in 1912, the company has an annual turnover exceeding £1 billion and is listed in the Sunday Times top 100 largest private UK companies. The company currently employs nearly 1,000 people, across a number of sites, mainly in the North Midlands and Wales.



Growth in business increases risk exposure

In the last few years, Greenhous has experienced significant growth both organically and through acquisition. This has resulted in more staff driving for work and therefore the total mileage driven by 'at-work' drivers, has increased. While the company has always been legally compliant by checking driving licences, it wanted to do more.

The company has four key categories of 'at-work' drivers – fleet 'vehicle delivery' drivers, vehicle technicians, company car drivers and employees who use hire cars for work journeys. Nobody is permitted to drive their personal vehicles for business purposes. Around 250 people regularly drive for work.

The key driving force behind the Greenhous work-related programme was the health and safety of employees. In early 2018, sponsored by the board, the company chose to take a proactive and wide-ranging approach to driver safety, not only to keep their drivers safe and reduce collision costs, but to support a broader safety culture within the whole business.

In May 2018, Greenhous chose TTC's Continuum platform to provide a full driving licence check, driver assessment and training programme to support the whole business.

Introducing the programme

Any change management programme aimed at making drivers more aware and therefore able to take better driving decisions, needs careful consideration. Employees can see the leadership of the business is committed to the programme and it has sponsorship from the top leadership team.

As a result, the Greenhous Fleet Operations Director was instrumental in the initial pilot, not only to work alongside the 20-plus fleet drivers on the trial but, most importantly, to demonstrate the board's commitment and support of it.

Programme roll-out

After the trial was successfully completed in the summer of 2018, a further 180 staff were invited onto the programme. Every driver undertakes a formal licence check, an online driver risk assessment followed by a tailored programme of elearning on an ongoing basis to ensure consistent engagement in the scheme. Little and often is the key here – without being intrusive.

Once the results of the licence check have been returned by the DVLA, these are reviewed and any anomalies are communicated to the relevant manager and the health and safety co-ordinator via email alert and phone call in more urgent situations.

The outcome of the assessment and licence check drives the amount and type of further driver education required. In addition to on-road driver coaching, our Continuum platform offers 15 short targeted online elearning modules as well as 36 micro driver training videos that can be rolled out over the lifetime of the programme, directly to the driver.

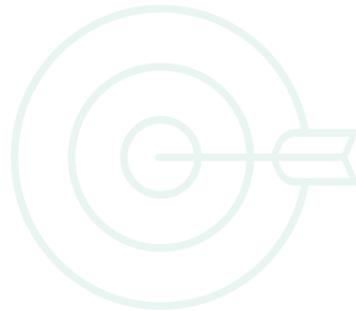
Programme management

Critical to the success of any road risk programme is management information that drives decision making. Continuum offers dashboards and drill-down capabilities. This allows the fleet manager to understand the status of their programme at any time 24/7. Continuum also provides compliance reports and, where necessary, alerts the manager to information that may need immediate action. Drivers also receive individual alerts for training or document upload.

Greenhous, because of its four categories of 'at work' drivers each of which are based at different locations and have different levels of experience, needs to manage its drivers through a single online portal. This allows the management team to compare different initiatives and share best practice.

Outcome

Greenhous now has full control over its work-related programme and works closely with our team to co-create solutions if a new requirement is identified. Future opportunities include rolling out the programme to people who use hire or company cars on an occasional basis, as well as looking at technologies such as telematics.



Continuum provides us with a continuous programme to ensure we manage our duty of care to employees. We're also delivering a health and safety programme that reduces the risk exposure of our drivers, both at work and at home. Our drivers like it too. In fact, several department managers have told me directly that their drivers have said they have changed the way they drive following the driver coaching. Working with TTC has helped us create a strong foundation for ensuring our drivers are safe, our vehicles are less damaged, and our business is compliant.

Gina Hughes

Health and Safety, Greenhous

| Conclusion

The success of a driver training programme depends on helping staff to embrace new ways of working and helping them understand how important it is to their personal safety and well-being and the business. Sponsorship, and active participation, by the leadership teams and management is crucial as well as communicating progress, success and championing people who demonstrate behavioural change. Full engagement by the company from the start of the programme through to the point where the programme has become part of the business culture is key. Success is when the programme is accepted by everyone as part of the company's core way of working or DNA.

References

1. European Transport Safety Council (ETSC): Press release – June 2017 <https://etsc.eu/up-to-40-of-road-deaths-in-europe-are-work-related/>
2. <https://www.drivingforbetterbusiness.com/wp-content/uploads/2018/04/DfBB-Risk-Guide-2018.pdf>

Copyright © TTC Group. All rights reserved. No part of this publication may be reproduced without the prior written permission of TTC Group.

This whitepaper has been designed to provide authoritative and accurate information on the subject matter discussed. The publisher and author are not responsible for any errors or omissions. The information is subject to change and updates. References are provided for information purposes only and do not constitute endorsement of any websites or source.



Protecting people
on the move

TTC Group
Hadley Park East, Telford, TF1 6QJ
T: 0330 024 1805
www.thettcgroup.com