




Transport
for London

MAKING EVERY JOURNEY MATTER WITH TRANSPORT FOR LONDON

Discover our award-winning culture change programme,
designed to deliver the biggest transformational
change in a decade.





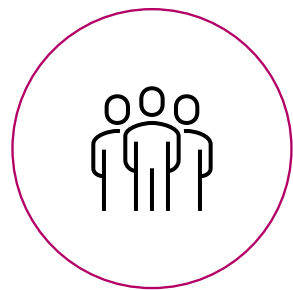
The programme supported the biggest transformational change to London Underground (LU) in a generation.

Embarking on the largest business transformation programme in Europe, we worked in partnership with Transport for London (TfL) to inspire its individuals to change, grow, and succeed — all while delivering excellent customer service to commuters.

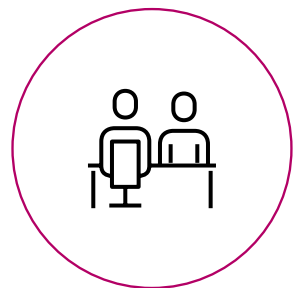
In 2017 the programme was awarded numerous awards including, Best Leadership Development Programme (Training Journal) Best Learning and Development Strategy (HR excellence awards) and best Business Culture Learning award.

TfL's transformation included closing every ticket office, restructuring every team, and retraining every London Underground customer service operation member to work towards a new customer vision. Change doesn't come easy — whether it's new technology, processes, or a new behaviour.

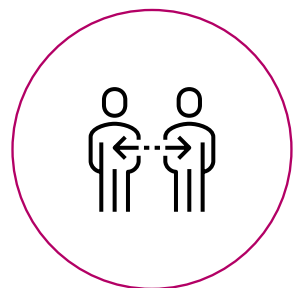
That's why our programme was designed with employees and customers at its heart, helping:



5,000 managers and employees to adapt to changes in workforce structure, procedures, and stations.



Prepare staff for new roles, increased customer interaction, and digital learning.



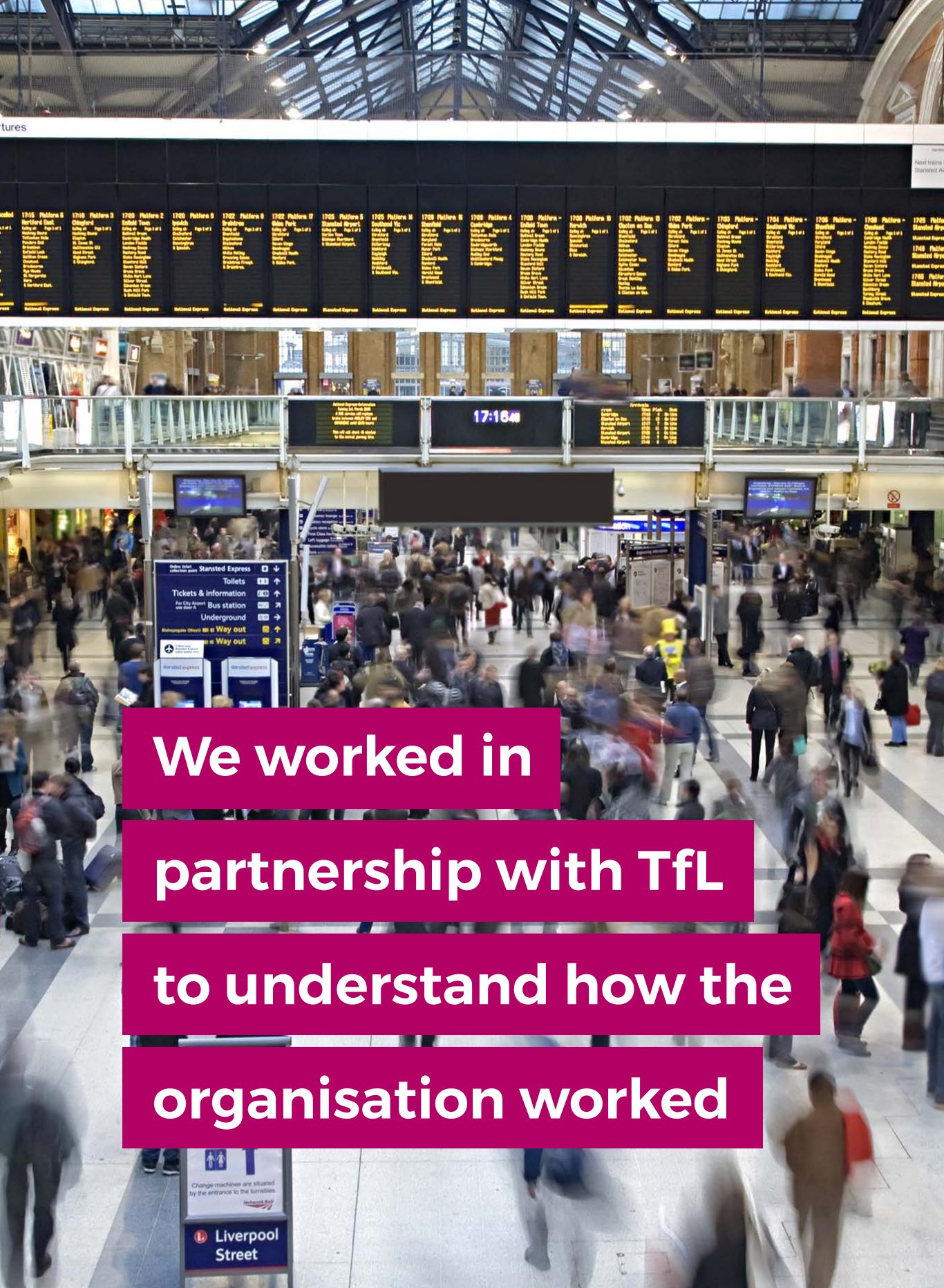
Employees at all levels to deliver a world-class customer service and experience.





“We had a big challenge in terms of shifting the culture of the organisation as part of a wider programme – transforming customer experience within TfL. Our biggest challenge was the gaps and inconsistencies in terms of leadership and people management. We wanted to do leadership differently.”

Alexandra Bode-Tunji, Programme Lead, People Transformation, London Underground



Diagnosis

Without leaders modelling an excellent approach to customer service, culture change would fail across the rest of the organisation.

Embarking on the four-year culture change programme, we worked in partnership with TfL to understand how the organisation worked and what needed to be changed. We carried out interviews with leaders across the organisation and focus group workshops with 1,250 employees in the stations.

We established that the desired culture change should lend itself to:



**Improved customer
experience**



**A personalised
service**



**Reduced operational
costs**

The use of McKenzie's 7S module for diagnosis and our work with focus groups highlighted key considerations that were not in scope for the transformation.

Crucially, transformation needed to start with leaders. Without leaders modelling an excellent approach to customer service, culture change would fail across the rest of the organisation.





Making every journey matter

We also engaged with customers to understand their expectations of TfL. Key things such as staff helpfulness, visibility, and attention to customers, were critical drivers for improving overall customer experience throughout the London Underground network.

By engaging with all parties who would be impacted by our learning and development programme, we discovered that a complete overhaul of delivery processes was needed.

It needed to be an integrated and blended experience with clear outcomes and targets laid out. For meaningful culture change to take place, the programme needed to be sustained post-delivery and after the changes had been implemented.



“We chose to work with t-three because they provided a vast amount of evidence around their experience of working with leaders, particularly when it comes to experiential learning. They use aspects of neuroscience to help leaders recognise habits and attitudes that prevent real leadership and engagement with people.”

Alexandra Bode-Tunji, Programme Lead, People Transformation,
Transport for London

Design and delivery

The strategy had to address not just the changes in roles, but the introduction of new processes and technology.

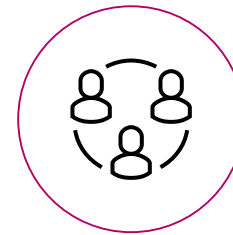
Given the shift in skills and behaviour required at all levels of the organisation, the range of interventions used over the four-year programme included:



Digital learning



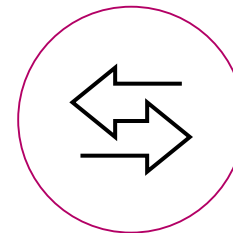
Social learning platforms



Facilitated workshops

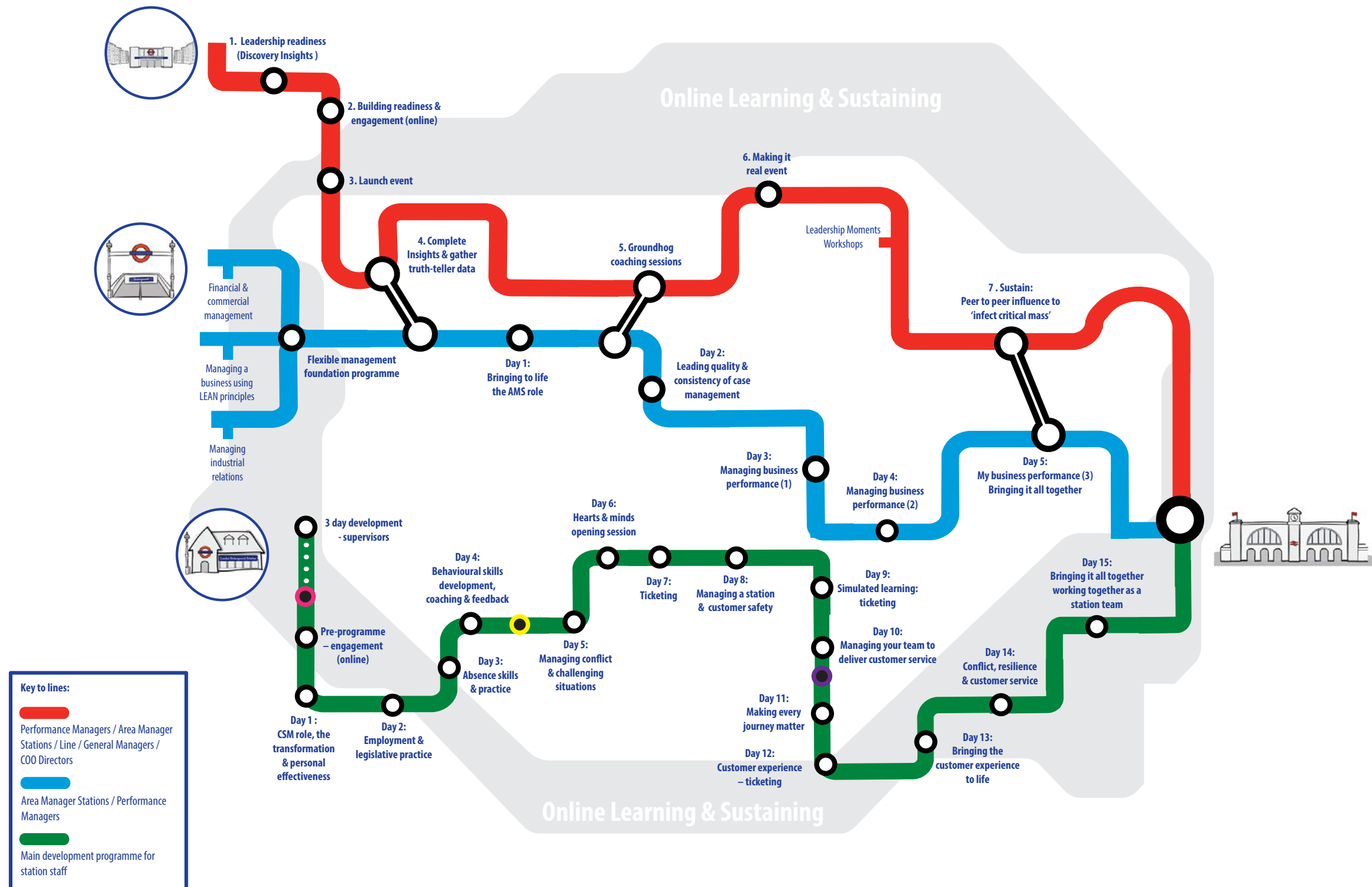


**Experiential learning
using actors**



1:1 coaching

We designed the Stations Development Programme with the underground in mind.

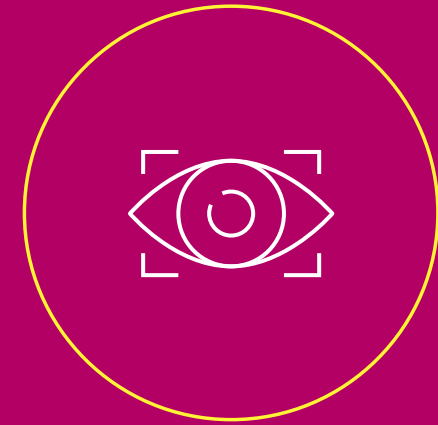




Gamification



**Peer-to-peer
learning using 250
change champions**



**350 technology
advocates**



**On-the-job
learning**



**Psychometrics/insights
discovery**

MIND THE GAP

The strategy had to address not just the changes in roles, but the introduction of new processes and technology. Some processes had been in place for over 80 years and, with an average length of service of 25 years, employees had been conditioned to work in a certain way.

Learning and development at every level

Behaviours needed to change, inspired by a change in mindset.

From leaders right through to staff members on the station floor, everyone needed to take a new approach to customer service.

We equipped each individual with the skills, knowledge, and confidence to meet TfL's new objectives.





Leadership and management

Preparing 300 leaders ahead of the changes was critical to ensuring change leadership and ownership in delivering the TfL changes locally. With approximately 3000 hours of coaching, leaders experienced individual transformations and successfully delivered first-line people management and customer service.



Change advocacy

Peer-to-peer learning proved to be the preferred and most effective way of learning. We recruited and trained 250 Change Champions and 350 Technology Advocates to support managers locally in delivering the changes.



Process and technology

Employees were equipped with hand-held devices containing up-to-date travel and ticketing information, and introduced bespoke new processes to make essential station processes easier and quicker.

Our innovative and blended approach led to the creation of different learning programmes for senior and middle management, as well as station line teams.

Performance management was the key focus here. A combination of our [Truth Teller](#) feedback tool, Groundhog Day 1:1 coaching, and the 'Make It Real' experiential development events improved individual performance and the delivery of customer service across London Underground.





“The tools offered by t-three were quite novel. The Truth Teller feedback tool enables conversations to take place in the organisation and opens up the door for one to one conversation and feedback about behaviours. It was a real paradigm shift for our organisation.”

Alexandra Bode-Tunji, Programme Lead, People Transformation,
Transport for London.



Success story

**The Truth Teller process
was a great forum to
test whether others who
worked with management
had noticed any changes
in their leadership style.**

Insight into the coaching programme.

A TfL leader was keen to use coaching, not only in how she did her role, but in her own leadership impact and visibility, so she could progress within TFL. She set very clear goals at the start around increasing leadership impact, confidence, and visibility. She and the coach worked together on articulating values and purpose, with the intention that she was able to clearly articulate who she was as a senior business leader.

They then worked together to create a 'visibility and networking strategy' which involved extending her network, contacting former mentors, and getting feedback from her former line managers. The [Truth Teller](#) process was a great forum to test whether others who worked with her had noticed any changes in her leadership style.

This leader moved her goals from a self scoring point of 3/10 to 8/10 and felt 'profoundly more clear and confident about who I am as a leader' as a result of the coaching work.





“This is an exciting programme and we are delighted to be working at the cutting edge of learning design, using a blend of coaching, facilitation and a development centre approach to deliver a transformational experience. It’s been a pleasure to truly work in partnership with the TfL project team to deliver this complex and rewarding programme, where stations have moved to new ways of operating and customer satisfaction is improving.”

Laura Whitworth, Director, t-three

Results

Employees are more engaged, customers are more satisfied, and leaders are performing even better than before.

From the outset of this programme, we have created a robust evaluation strategy to ensure clear return on investment for TfL. This data, combined with the many success stories, led to the the Customer Service Transformation programme winning multiple awards.

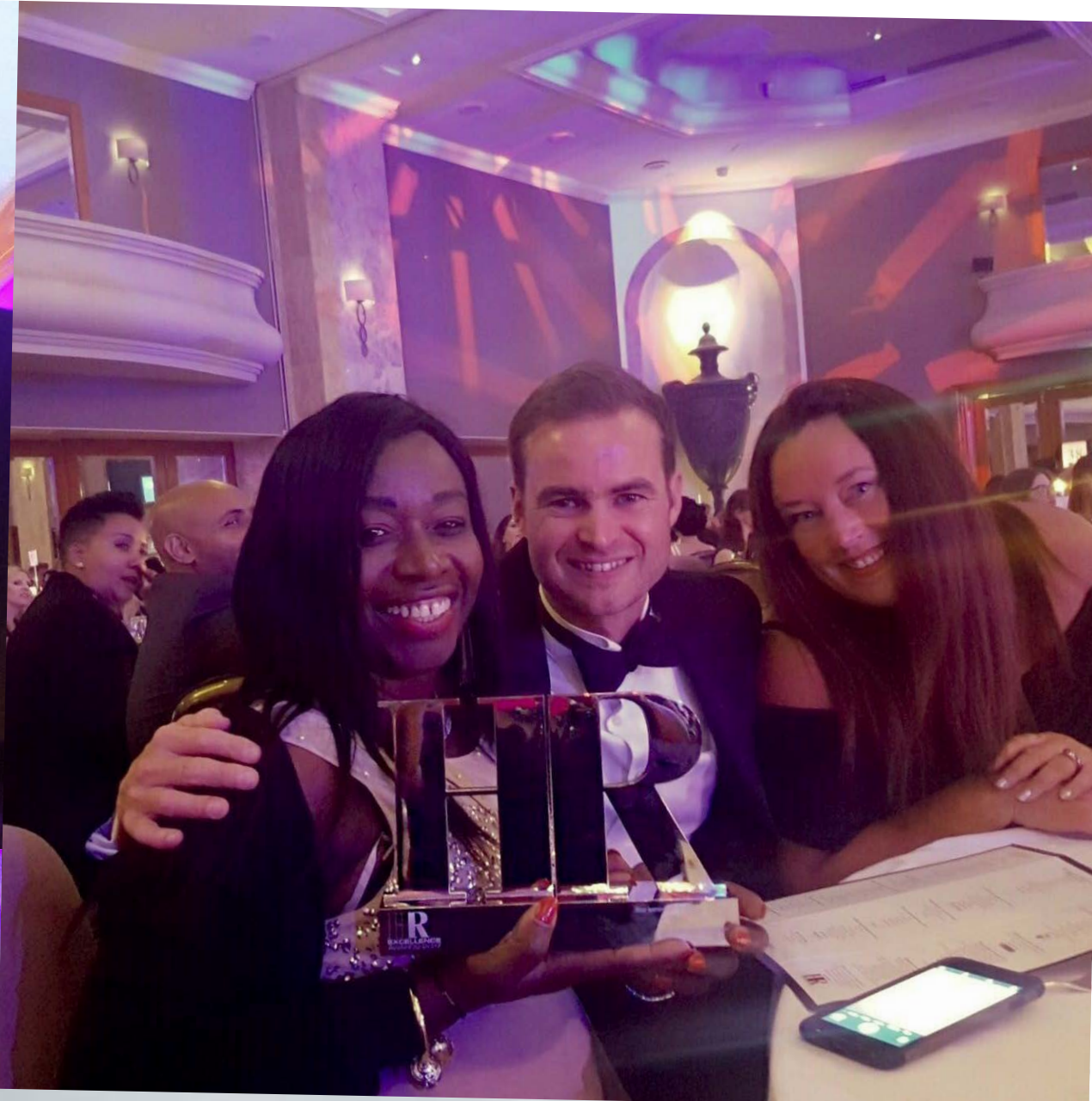
Most recently, the organisation has won the Best Learning and Development Strategy category at the HR Excellence Awards. It's testament to the hard work, dedication, and sustainable change that TfL have achieved. Employees are more engaged, customers are more satisfied, and leaders are performing even better than before.


**HR EXCELLENCE
AWARDS 2017
WINNER**

 Business Culture
Awards 2017

TJ Awards
2017







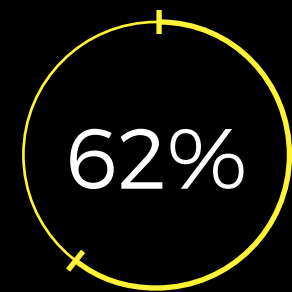
**We received high praises from
the HR Excellence Awards judges,
including...**

**“Very good. This is
real culture change
on an epic scale.
Very impressive and
comprehensive.”**

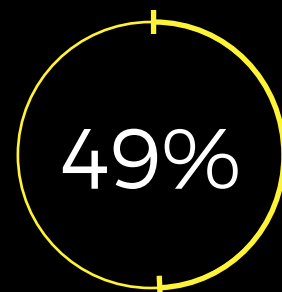
**“A difficult and unique
transformational
culture programme
with strong results.
Measured customer
service, operating costs
and engagement.”**

**“Massive programme of
change with amazing
results; powerful
balance of employee,
customer, and
financials.”**

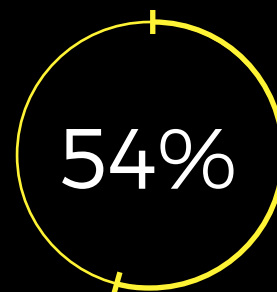
Over a period of three years, TfL leaders and senior managers were measured against the TfL Leadership drivers. The results showed:



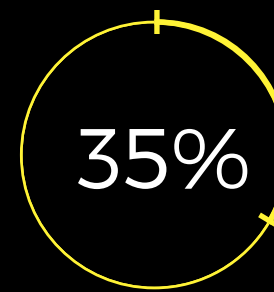
An increase of 62% of role modelling excellent customer service



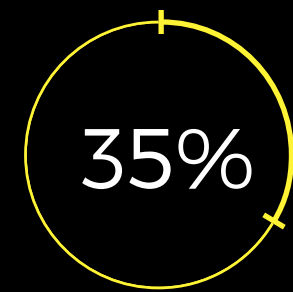
An increase of 49% in building trust and delegating effectively



54% increase in managing performance well



35% increase in better decision making



35% increase in running their service as a business

Conclusion

With TfL, t-three has ensured that the changes are embedded and sustained. They have 30 action learning teams who are driving improvements to sustain changes and improve business performance. 100% of all Area Managers continued coaching management areas. 170 leaders have also attended a 2-day 'Coach the Coach' workshop to equip them with the skills to coach their direct reports and embed a coaching culture.

TfL delivered 50,000 employee training days,

7,500 1:1 coaching hours, along with 1,300 online

learning hours. It's been their biggest and most

innovative development programme

in LU history.





Alexandra Bode-Tunji

Programme Lead- People
Transformation at London Underground

Watch Alexandra give an overview of the programme, how the culture at Transport for London changed, and what the plans for the future look like.



**Transform your business, inspire your leaders,
and improve performance with a blended
learning and development programme.**

CONTACT US