



TRANSPORT
FOR LONDON



MAKING EVERY


JOURNEY MATTER WITH

LONDON UNDERGROUND

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



KIDDY &
PARTNERS



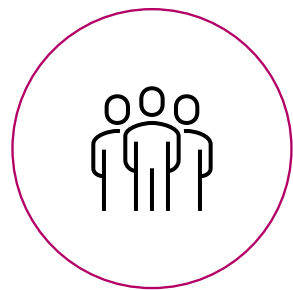
The programme supported the biggest transformational change to London Underground (LU) in a generation.

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.

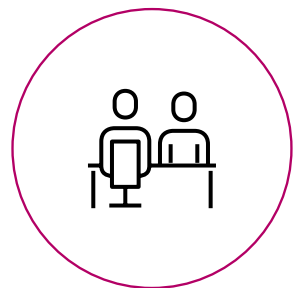
In 2017 the programme was awarded numerous awards including, Best Leadership Development Programme (Training Journal) Best Learning and Development Strategy (HR excellence awards) and best Business Culture Learning award.

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

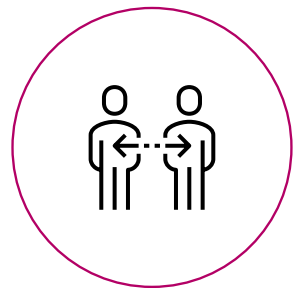
That's why our programme was designed with employees and customers at its heart, helping:



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,
Transport for London



**We worked in
partnership with TfL
to understand how the
organisation worked**

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 for all levels of the organisation, 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

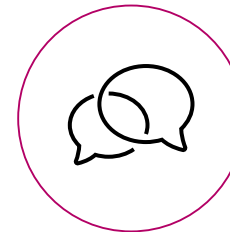
Design and delivery

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

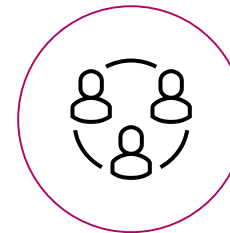
Given the shift in skills and behaviour required at all levels of the organisation, the range of interventions used over the four-year programme included:



Digital learning



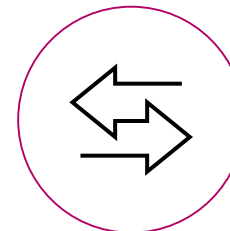
Social learning platforms



Facilitated workshops

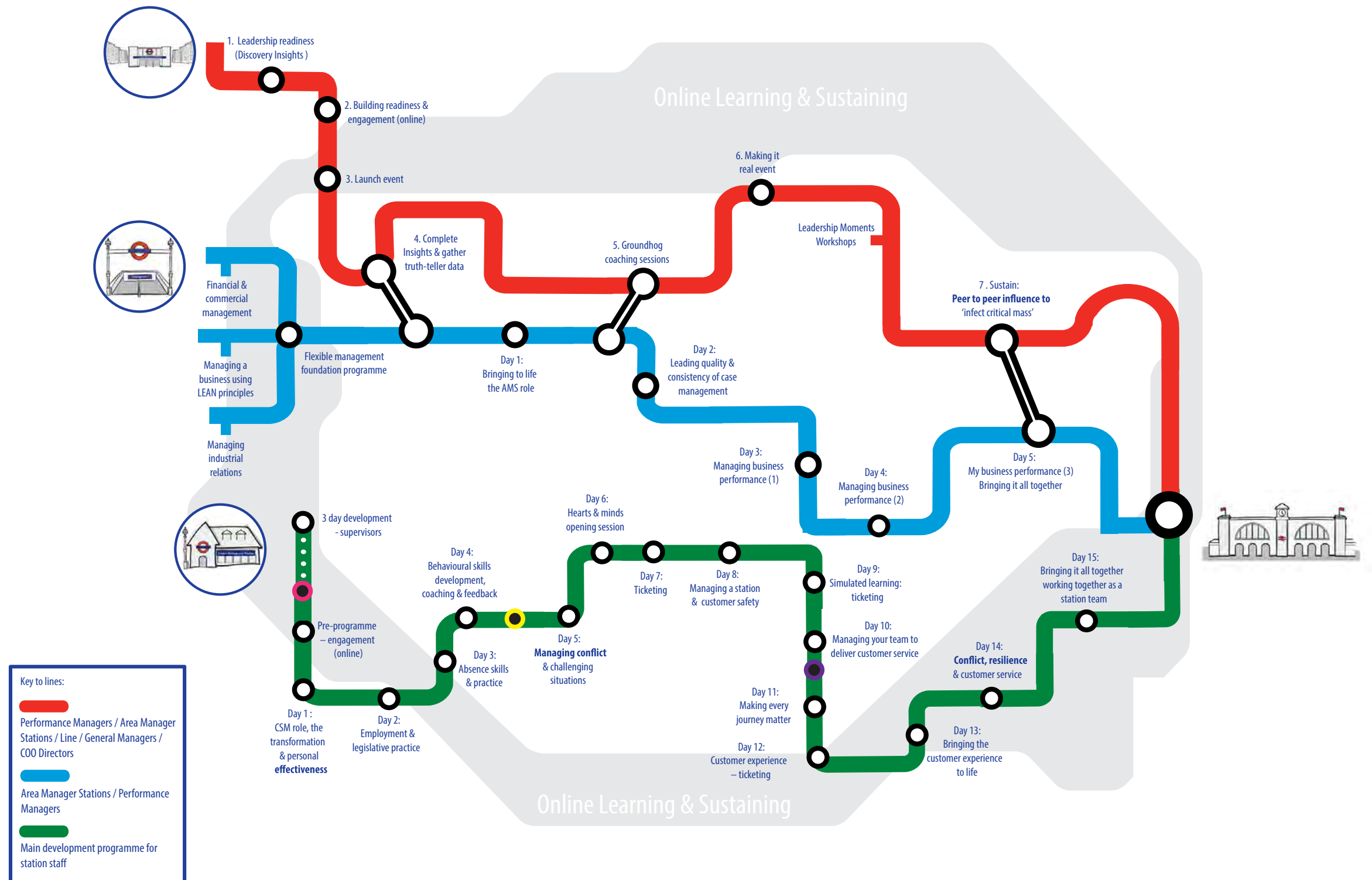


**Experiential learning
using actors**



1:1 coaching

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

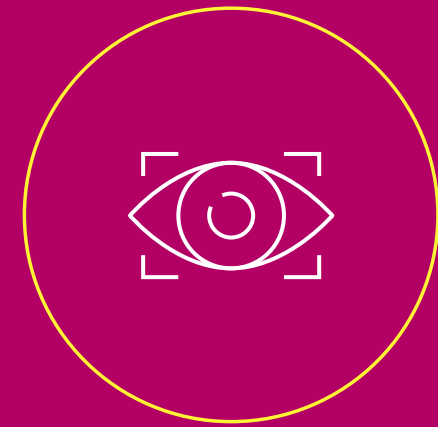




Gamification



**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.

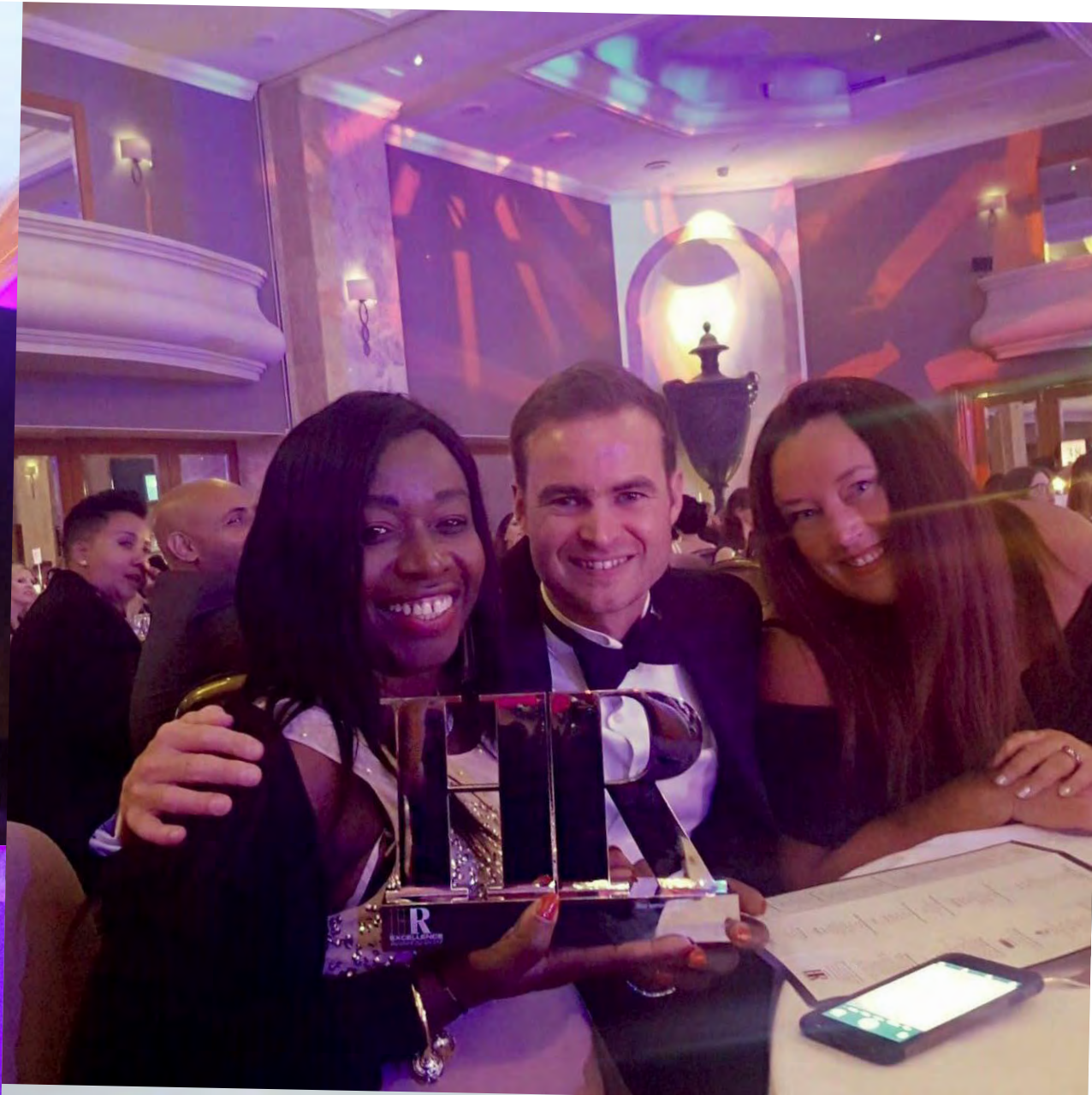
HR EXCELLENCE AWARDS 2017 WINNER


 Business Culture Awards 2017

TJ Awards
2017

 Business Culture Awards 2023







**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.”**

Award Winning Group Coaching Programme

Coaching through conversation and empathy shifts talent and performance management at Transport for London

Background

Transport for London (TfL) grappled with numerous challenges as the pandemic struck, including a 95% plunge in revenue and ridership. However, the team spirit, openness and humanity demonstrated by colleagues was inspiring. Yet post-pandemic it became apparent that issues around fairness, transparency, support, and inclusivity pervaded the organisation, with employees voicing dissatisfaction at its existing performance and talent approach. TfL needed to reinstate confidence, reinforce organisational culture, and improve overall performance. A new strategic people vision was created: “To be a great place to work for everyone to thrive”. Now there was an urgent need to equip leaders to deliver on this.

Approach

TfL embarked on an ambitious journey to align its talent/performance management strategy with the values of being Open, Caring and Adaptable. In partnership with t-three, it launched Conversation Matters – an initiative centred around fostering active listening, empathy/inclusion and effective feedback mechanisms within the system that was sponsored by the Chief People Officer and listed as a corporate priority. In order for t-three to design a programme that truly achieved the desired outcomes, we undertook diagnostic activities beforehand. These involved employee surveys, employee listening groups, reviewing existing data and senior leader interviews. These provided valuable insights into the barriers to open dialogue and steps to facilitate this. Laura Whitworth (t-three Commercial & Solutions Director and project lead) created a model containing three key ingredients and desired behaviours. This was to: **Be open, Be brave, Be connected.**

CONVERSATION MATTERS. CORE INGREDIENTS

Through diagnostic interviews with all areas of TfL, the three core conversational ingredients have emerged as essential for TfL leaders:



BE OPEN

Conversations that are open and fluid rather than closed and directive. Leaders are authentic and present.



BE BRAVE

Letting go of being 'expert' and growing curiosity through conversation. Building engagement and improving performance through thoughtful dialogue.



BE CONNECTED

Collaborating through listening to people at all levels. Creating connections by valuing opinion and ideas across the board.

A group coaching model was implemented, where colleagues could collaborate, share experiences, and learn from one another in a safe and empathetic space. This provided clear goals of accountability for leaders and included interactive toolkits on conversation prompts and key models, a nudge campaign to embed learning and digital platforms for sharing challenges and successes. By taking a top-down approach, role modelling from the top was ensured. Some 642 leaders were taken through the programme by skilled t-three coaches within nine months.

Outcome

The initiative achieved a major success with a 97.6% net promoter score and similar metrics to denote its significant value. Proven by an 86% goal completion rate, the programme impacted areas like quality of 1:1 conversations, openness, and inclusivity. Employee feedback on improved conversation with people leaders was also positive, with a 74% agreement rate of those surveyed.

This intervention helped improve the organisation's performance appraisal process and supported key strategies to enhance the internal talent pipeline, with a 4% increase in internal recruitment. Employee engagement scores also exhibited a significant rise of 3.7% , further consolidating the value of Conversation Matters. A similar coaching programme, also delivered by t-three, is now being expanded to the next level of leaders, reinforcing its indispensable role in TfL's talent and performance management strategy.

The programme went on to win the 2023 best Coaching programme and personal development Initiative at the business culture awards.

The judges' comments included:

“

"Brilliant example of learning through adversity and staring that challenge in the face and finding a solution. Thoughtful data collation creating opportunity for conversations to evolve; tailored to individual needs. Excellent example of tangible results directly linked to talent and performance plans."

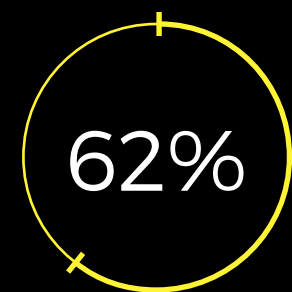
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"TfL had a powerful experience as a result of the pandemic, and they chose coaching as a way of addressing the significant impact it had on their people and organisation: a 95% drop in revenue. The programme design took a considered approach as to what would work best for their people and thoughtfully aligned this with the values of TfL. This was an innovative use of group coaching. Also, it was great that the legacy of the programme, the development of both the HRBP's and leaders in group coaching, was a core objective."

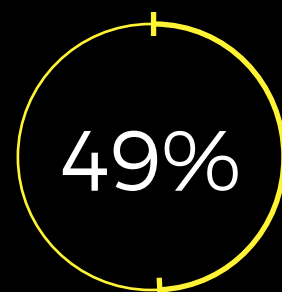
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Laura Whitworth, t-three Commercial & Solutions Director and project lead said "It's been a pleasure to work in partnership with TfL on this project. The group coaching approach, combined with an emphasis on the quality of the conversations translated into tangible ROI for TfL."

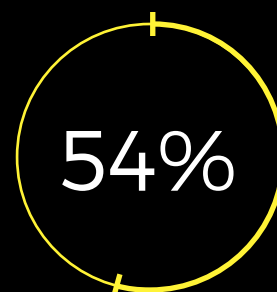
Over a period of three years, TfL leaders and senior managers were measured against the TfL Leadership drivers. The results showed:



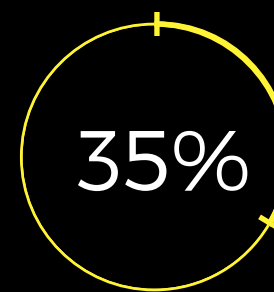
An increase of 62% of role modelling excellent customer service



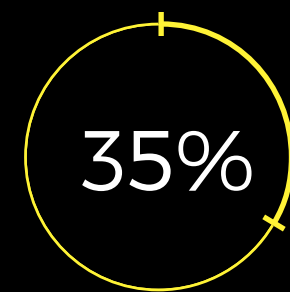
An increase of 49% in building trust and delegating effectively



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 the Area Managers have signed up to continue coaching to build capability in key people 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, in partnership with t-three, 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 Transport for London

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.



/ KIDDY &
PARTNERS

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

[CONTACT US](#)