



Case Study - East Midlands Trains

Vision and Values Engagement

Following the successful launch of the East Midlands Trains franchise in November 2007, Chief Executive Tim Shoveller and his senior team were keen to agree and embed a clear vision and set of values for the organisation.

Having bought together staff from two different companies to form the new franchise they felt it was important to quickly unite everyone behind one direction and one way of working for the organisation.

Anna Richardson, East Midlands Internal Communication Manager, asked HarknessKennett to support them in articulating the vision and developing an engaging approach to bring the values to life for the organisation. The values had already been developed using input from focus groups with employees. HarknessKennett provided support to then agree the behaviours that sat behind those values, and also to develop a strong visual approach to communicate the values.

Articulating the new vision involved a series of interviews with the executive team to understand their hopes and ambitions for the company, and a review process with the HR and executive team. The output was a clear vision statement for the business which all of the executive signed up to.

The new vision and values were shared with the whole senior management team at the company's first leadership conference. This provided an opportunity for Tim Shoveller to paint a picture of the future for East Midlands Trains and make clear his hopes and expectations of leaders in the organisation. Senior managers were then able to explore what the values meant in reality via a highly engaging interactive 'scruples' based game that helped them identify their role in bringing the values to life. Following the meeting all managers were then equipped to go on and engage their own teams in the vision and values.

"HarknessKennett worked with us to develop a really engaging but simple approach to bring our vision and values to life. Their approach was refreshing and creative, giving us a great foundation for making our vision and values the way we do business at East Midlands Trains."

Anna Richardson
Internal Communications Manager
East Midlands Trains