

CHANGING CULTURE WITHIN AN ESTABLISHED BUSINESS

EXECUTIVE SUMMARY

Business Overview:

Darke & Taylor are an SME who are proud of our heritage and were established in 1958. We carry out Mechanical & Electrical Design, Installation, Commissioning & Preventative Maintenance. Our staff are all directly employed which means we can train to the highest standards and maintain high quality workmanship across our entire workforce. We pride ourselves on our quality of work and the extensive training delivering over 2500 courses every year.

Business Challenge:

Embedding a culture and adapting to suit a unique workforce, Darke & Taylor have an extremely diverse workforce and have built the business around apprentices, taking on up to 30 new apprentices every year. With such a large yearly intake we now have multiple generations all with a variety of different expectations, wants and needs from the organization, no two individuals are the same!

Question:

Can we improve and enhance the culture within Darke & Taylor and lead the industry by example, creating an innovative healthy positive culture.

Why:

Culture plays a key role in shaping and altering behavior, mindset, and values of individuals within an organization, having a healthy and happy culture will create a high performing team with increased productivity, innovation, and employee engagement. *"Behavior eats process for breakfast"* (Kirk).

Strengths:

The company has a strong leadership team with a combined 132 years' experience, the leaders have been through the apprenticeship program and are committed to building a high performing team. The Company uses a sustainable approach training the future leaders of our industry maintaining our core values and beliefs.

Vision & Strategy:

We the leaders must create a vision for the business, we have started by creating a mission statement and defining our values which represent our organization. The leadership team need to display the behaviours to endorse these values and positively affect the culture within the organization.

Leadership Role:

Leaders have the power to influence and drive culture change, we set the expectations, establish values and demonstrate the desired behaviors, we must model our values and lead by example.

Employee Engagement:

Involving employees in the culture change process will be essential. We must understand employee perception of cultural change. As leaders we must actively seek feedback whether that is positive or negative. We must encourage suggestions using a variety of platforms including employee focus groups, interviews & anonymous suggestion boxes. Involving the wider team in decision making will help empower them and give them purpose.

Training & Development:

Setting individual KPI's and giving recognition to the wider team will encourage a positive healthy and productive workforce, communication must be clear and precise. Maintaining a continual personal development plan for all employees will transform the future of Darke and Taylor and build on what is already a successful business and create fantastic career opportunities.