

Instilling a strong high-performance culture within a 65 site based team

Introduction

Part of the worldwide Randstad organisation, Randstad Inhouse Services (RIS), specialise in providing bespoke end-to-end workforce management services to businesses throughout the UK. This means that when companies require a flexible, on-site delivery solution to help manage permanent or temporary workforces, the RIS team are able to provide that solution.

RIS specialise within the automotive, manufacturing, FMCG, call centres and pharmaceuticals sectors and provide on-site solutions with dedicated resource for each client. This ensures RIS account managers are embedded within their client's business and can successfully source the most suitable temporary or permanent workers, as well as manage aspects of HR, ER, legal, compliance, health & safety. This dedicated resource helps to reduce costs and staff turnover and increase productivity for their clients.

The Challenge

What this does mean for RIS is their 120+ employees are a very dispersed team, as their client base spans the whole of the UK. The business has seen year on year growth, under the impressive leadership of MD, Sally Cleary. So, one of their key challenges as staff numbers have increased has been to ensure that each individual who joins RIS is made to feel like an integral part of the wider team. Despite not working alongside their colleagues in one location on a daily basis, it's critical that every individual understands the strategy, direction, values and embraces the high-performance culture of RIS.

Part of this very established RIS culture is to promote from within, therefore, it is imperative that all staff really buy into the core values, whether they are new recruits or already established in their roles. Unfortunately, the thorough but more generic induction and training offered by Randstad's internal training capability did not have the scope to focus on integrating individuals into specific divisional cultures in any depth.

The Solution

A decision was made to engage an external learning & development provider to create bespoke RIS training programmes for all the different operational levels within the business. Sally and Dominic had worked together as part of the same senior management team within another large resourcing related business. Initial discussions were based on an already established and successful working relationship.

A range of bespoke training was introduced to include a RIS specific training program aligned to each level and role, which was developed with RIS HR. The focus was to ensure both new and existing staff were immediately introduced to the strategy, expectations of their role, values and high-performance culture of the organisation. This was designed to ensure all elements would be an integral part of working within the RIS team and onsite with clients.



Other training sessions that were developed focused on a range of soft skills and includes specific modules, again bespoke to the RIS culture and values. These modules include communication styles, people management, assertiveness, objective setting, as well as time management & planning designed for working in a reactive environment. The format varies from classroom based through to one to one coaching which is either by phone or face to face and depends on the subject, team and/or individual undertaking the training within it.

By listening to the customer and truly understanding the dynamics of the business, the outcome so far is that creative solutions have been developed, designed to really deliver a high performing infrastructure to support RIS considerable growth to the diverse range of individuals, as well as to RIS as a whole. Some examples include:

- Development of a range of RIS specific training modules, tailored to each level
- Increased staff retention as more focus placed on the entire on-boarding experience for staff
- Individual coaching programmes have seen significant personal development leading to promotion
- Investment in specific RIS training has been a catalyst for improvement across a number of areas
- Internal customer audits have shown improved on-site customer service, when training is a regular part of RIS staff development
- A scalable, tailored learning & development resource aligned with the business is now a fundamental part of the RIS culture.

After 4 years Dominic has now become an integral part of the RIS team. Alongside the planning and delivery of a wide range of bespoke training and coaching, he is now a regular guest at the annual RIS Conference and Awards event. This level of integration has allowed him to become fully immersed in the values and culture of the business and a relationship has emerged based on a high degree of trust.

One of the reasons for this is that Dominic is quickly able to grasp different challenges as they arise and then design and deliver a tailored RIS training or coaching module to resolve any issues, nothing is generic. This has been fundamental in ensuring that every member of the RIS family, no matter where they are located, lives and breathes the RIS values and fully embraces the culture. Given that the team is in over 65 different UK locations, this is a really impressive level of engagement, and an achievement RIS are justifiably proud of.

“Dominic conducts each training session designed specifically for our business (not a cut and paste) and, has delivered training to RIS for some years now. This is undoubtedly a significant factor in how we have enjoyed considerable growth, increased our GP, operate, manage performance, plan time management and measure productivity. His in-depth knowledge of RIS ensures he can quickly understand and design a tailored module around any aspect identified, ensuring the key points relevant to a specific group are delivered. The feedback from the business is always extremely positive.”

Sally Cleary, Managing Director, Randstad Inhouse Services



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