

Releasing Potential: collaboration, empowerment and shared purpose

In this guide, we share success stories and uncover what releases untapped potential in our organisations and the people who work in them. What sets us free to give of our very best? What makes professionals stand out, in striving for excellence and improvement?



As we kick off twelve months of sharing member stories about how to achieve breakthrough, this 2017 guide reveals an unprecedented array of best practice. We showcase the outstanding achievements of winners and finalists in the three National Awards and the Innovation Awards. Releasing potential is the ethos for each of The Forum's member programmes. We see astonishing results every week – from teams on the 2017 Challenge, students on the University Development Programmes, Standards Benchmarking, Accredited Professionals and all the different learning and development opportunities.

Collaborative Leadership

Above all, breakthrough comes at every level – you don't need to be senior to be a leader. We can all have ideas, put them into practice and make a massive difference. Passionate people are at the heart of success, alongside clear-headed management of resources; this is how we release potential. At **TUI**, an extraordinary depth of engagement in Swansea, the hub of a new operating model, started from the point where the centre was about to close. Fighting back, they captured the imagination of the board and advisors are encouraged to share their 'lightbulb' moments.

"You need collaboration to release potential", explains Richard Brimble, author of **Understanding & Learning**. "When you bring people together, you tap into the creativity and energy they each bring, you learn from different sources". A rope is strong because it binds together several strands; it is easier to break a single thread, than a rope. Weaving of threads is what builds strength and draws the eye. At the **Financial Conduct Authority**, the QA team is collaborating, in the contact centre and beyond, to champion the use of customer insight. At **HSBC**, technical collaboration lies behind their success in becoming as agile as the challenger banks.

Shared purpose & values

In our own work, do personal priorities and discoveries connect with any wider purpose and goal? Specialists won't succeed by working alone, because we form particular strands within a team. These need to come together to create the 'tipping point' that marks a breakthrough, with insight from bringing data together, plans that co-ordinate resource and a full picture of how all this plays out in customers' experience. These are threads that weave an effective customer-centred operation, together with front-line teams, leaders and corporate functions. Clarity of purpose is where we need

to start, suggests Jasmeet Narang, Director of Governance & Control at **Geoban**, part of the **Santander Group**. "Too often we start off along the way and then we ask: why? You've got to nail the 'why' before anything else. Everything follows from that."

An empowering culture

People are empowered to take the initiative at **Three Ireland**, working across siloes with shared values and purpose: "if it works for the customer, get it done". Here, the real-time team has huge influence across the business, building on the vision of one analyst, given freedom to pursue an idea and collaborate with the transformation team to drive the innovation beyond the limits of his knowledge. At **Shop Direct**, skunkworks are providing a safe place to try risky things in the new digital world. "Skunkworks are purposely built around what psychologists call 'high, hard goals', explains Karen Dooley, Head of Customer Service Transformation. "It means not being afraid to fail, because you will." This goes beyond the contact centre. At **IFDS** it's breathing new life into the Back Office. At **BT**, local engineers allocate their own work: pull not push. "You can't make people more productive; they have to want this", says Karen Giles, Director Transformation & Strategy, within BT.

Be the best we can be

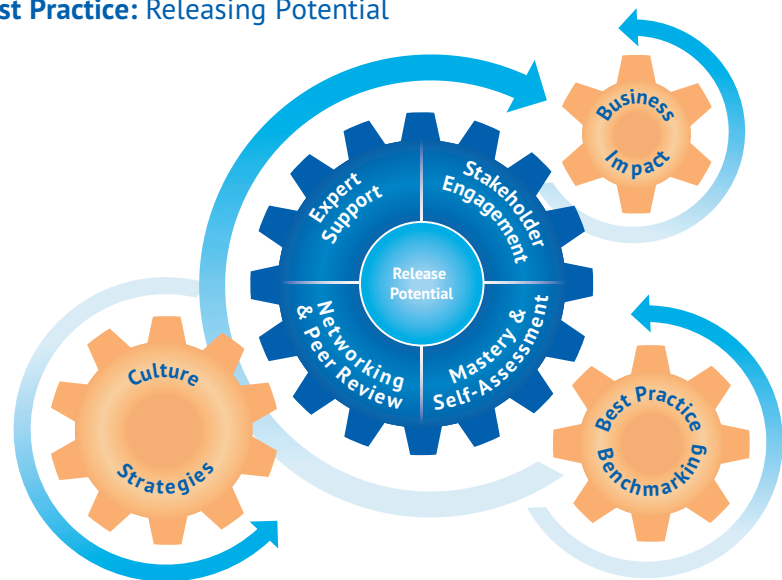
Mastery is the third key ingredient of success in releasing potential, as **Daniel Pink** has demonstrated in his ground-breaking work on Motivation 3.0. It is when we spend more time doing what we truly love, and learn how to get even better at it, that we achieve amazing things. The mark of a professional is a drive to learn,

Best Practice: Releasing Potential

excel, make a difference. We also need resilience to seize the opportunity and be truly persistent in releasing the value. “Attitude is key. Are you curious, hungry to make a difference and challenging in mind?” asks Nick Flowers, Head of Planning at the **Co-operative Bank**. “We need an environment where it’s OK to make mistakes, but also people need to be prepared to step up, to be exposed. It’s the only way you really learn. It’s essential experience for those who want to get on and succeed”. But how aware are we of our strengths and development needs? How skilled are we in continuing professional development? Does our department have effective development plans? “We’re looking at transferrable talent across the organisation”, adds Rodney Assock, Operational Services Director at **LV=**. “How do we find out about the untapped potential? We have to get to know our people.”

Continuous Improvement

A strong pattern emerges. Start small, with a pilot that gathers learning to build confidence and understanding, and then go to scale. Releasing potential is not just about a single breakthrough, but cycles of development. “After a hard struggle, your long-awaited breakthrough can feel like the end of a journey”, explains Steve Woosey, The Forum’s CEO, “but this is where benchmarking and review are so important”. Do you have an effective process for learning and review? Whose benchmark are you comparing against? Are you seeing value from your growing mastery? When you stop, and look at things in different ways, each breakthrough becomes the new starting point for another voyage of discovery. A new standard is embedded and we can now venture further. What’s more, we recognise what we’ve achieved, celebrate success and appreciate what it is that releases the true potential within us.



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Benchmarking: invest in the right places to raise standards

Through Standards Benchmarking, we see the best on offer from our membership and the 30-strong Planning cohorts have been a fantastic forum for learning and innovation, focussing priorities. Where do you need breakthrough right now and where is good ‘good enough’?



Results show that strong foundations, across the board, support breakthrough in any one area and we need our goals aligned with business strategy. Also, it can be challenging to gain agreement on where to invest, especially when dealing with the internal political agenda, but when we CAN achieve this, clarity of purpose and priority becomes a golden thread through the business, the key to collaboration, breaking down siloes and releasing the potential of your planning, insight or quality and customer experience function.

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Motivation 3.0: Autonomy, Mastery & Purpose



Take a look at this amazing animation to see Daniel Pink demonstrate **what creates drive and enables breakthrough**. Gain insight on what we need to do, to get the most from ourselves. See what creates ‘drive’ in anyone whose work requires analytical thought or emotional connection and engagement.

See for yourself the amazing animation <http://ppf.bz/PPFPink>