

PEOPLE BRANDS

Case Study: Lebara



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Is it possible to dramatically grow an organisation at the same time as maintaining the high-performance culture?

Background

A Dynamic Organisation:

Lebara, a virtual mobile operator, is a dynamic organization, ranked the fourth fastest-growing UK business in 2006 by The Sunday Times and voted "Best Newcomer" to the UK market in the 2008 Mobile Awards.

With A Clear Challenge:

As the organisation successfully expands into new markets and rapidly grows in size, their challenge to People Brands was clear: How to dramatically grow the organisation at the same time as maintaining a values-based, high-performance culture?

Our Approach:

People Brands brought Lebara employees and our creative facilitators together in a series of rich, immersive and action-orientated activities over the course of three months, where everyone shared the same focus and collaborated to generate the insights, ideas, content and the skills to make it happen, together.

1. Capturing The Essence Of High-Performance - Creating A Blueprint For The Lebara Culture:

Our starting point was to define what was at the core of the Lebara culture - to capture the essence of this high-performance culture. Through a series of facilitated activities, key stakeholders from across the whole organization explored and defined its shared values and the core competencies common to all employees. This 'essence of the Lebara culture' was then used as the core content to engage the whole organization. We called this **The Lebara Blueprint**.

2. Leading By Example - Leadership Development Workshops:

The Senior Leadership Team came together through-out the life-cycle of the project to focus on The Lebara Blueprint and learn how to use this to lead the whole organization. The Senior Leadership Team were coached through a series of activities that included going out to meet customers face-to-face, challenging their own personal leadership styles and committing themselves to new breakthrough actions.

3. Bringing The Lebara Blueprint To Life - All Employee Engagement:

Every employee came to a one-day, highly interactive, Blueprint Event. Combining performance-coaching techniques with the creative process of movie making, employees worked in teams to create documentaries demonstrating their interpretation of The Lebara Blueprint. The outcome was phenomenal - across 5 days, employees shared their vast customer insight, ideas and creativity to produce a series of powerful movies that explored the full potential of this amazing organization.

As a result of these events, there was an 86% rise in awareness and understanding of the organization's strategic ambitions and a 93% positive engagement figure was recorded across all employees.

Smashing all industry statistics for employee engagement - these events generated 93% positive engagement across the whole organisation.

4. Embedding The Lebara Blueprint - Coaching For Performance:

Building on the high levels of positive engagement generated during the events, we followed up with a series of coaching trainings for the people managers within Lebara. The focus of this training was to give people managers the tools and techniques to coach their teams for high-performance in line with the Lebara competencies and values.

"I have been totally blown away by the shared values the teams have, their creativity, their energy, and that sense of pride the teams now have. Its been much more than we ever expected."

Tim Wort, Chief Operating Officer, Lebara

"People Brands really connected with all levels of our very culturally diverse, global business. Everyone who was part of this process, from the senior leadership team to our street sales teams, had their expectations exceeded."

Nick Townsend, HR Manager, Lebara

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