

Transforming Customer Service at Johnson Controls

Embracing e-coaching and learning technologies to implement a successful Change Programme & Drive Innovation



Background

Johnson Controls (JCI) provides outsourced infrastructure services to blue-chip organisations such as GE, IBM, and the BBC. Barclays Bank is one of their flagship accounts and following a turbulent year with this prestigious account, JCI had to radically improve their customer service levels. The JCI leadership team knew that they needed:

- Alignment from the top to the bottom, so that individuals and teams could take strategic action every day.
- Total engagement and innovation to transform performance
- Rapid dissemination of best practice across a geographically dispersed audience.

A strong commitment to a Customer Service Transformation programme was critical.

What was the solution?

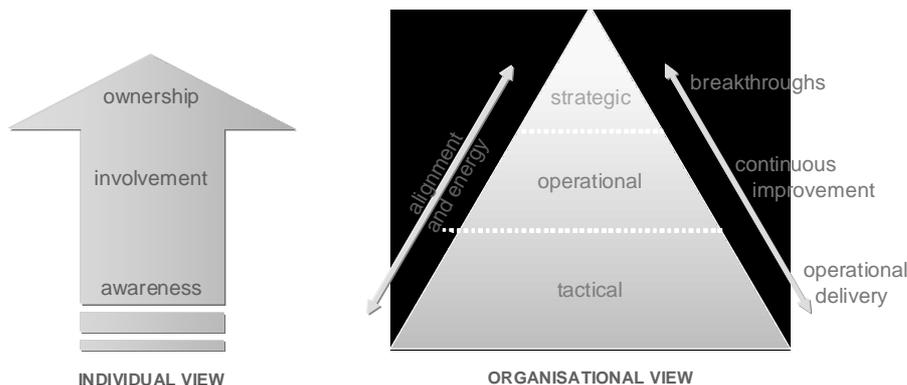
To meet the challenge, Barclays Bank & JCI Director team engaged Relay Consultants in September 2006 in the development of a shared transformation plan. A key element of this transformation programme has been Relay's QuickWins™, approach and platform. This is a strategically guided, bottoms-up, fast-track change methodology. It provides an operational change approach aligning small cross-organisational teams with strategic change initiatives that are typically delivered in parallel over longer time-frames.

The QuickWins™ platform enables organisational change which includes built-in e-coaching. The solution consists of a workflow tool with integrated personal e-coaching that supports teams and enables leadership by exception of change programmes. The workflows are based on proven methodologies for delivering change. The platform:

- Supports both physical and virtual idea generation
- Provides automatic, real-time, executive dash-boarding of completed and initiated innovation capturing financial impact and other core metrics
- Captures the innovation life cycle and benefits delivered
- Allows the transformation leader to identify stalled QuickWins™ and intervene as necessary

- Provides teams with facilitation tips to aid their solution development and decision-making via an e-Coaching facility
- Enables virtual teams to collaborate in a shared space for their idea
- Builds organisational energy and commitment via top level ticker-tape celebrations/recognition and discussion forums

QuickWins™ - context and philosophy



- engage staff in the strategy so they can act intelligently locally
- radically shorten time from awareness to ownership of change
- enable staff to take strategic action, every day

The solution had five phases - definition, design and review, pilot and review, full implementation, and solution sustained. Within each phase are a number of tasks that help guide and coach the user from concept to full implementation.

How was the solution implemented?

JCI kicked off the programme in Feb 2007 after achieving strategic alignment for the JCI/Barclays vision at director and second tier management level. Enabled by the platform, manager and consultant led business and innovation workshops were run to:

- share, internalise and localise the strategy
- stimulate, prioritise, initiate and launch QuickWins™

Prioritised QuickWins™ are entered onto the workflow system and then progressed by teams via supporting toolkits for each phase of their life.

Here's an extract of the QuickWins™ Home Page:



What has been the impact?

Since Feb 2007, 421 QuickWins™ have been initiated with 125 completed during the first 4 months. Overall performance and culture shifts have been assessed as:

- unrecognisably 'transformed' in many remote sites and demonstrably improved across the whole organisation
- many QuickWins™ have delivered substantial financial return (each delivering hundreds of thousands of pounds per annum of direct savings/value)
- critical to performance and integrated into annual appraisal and pay reviews
- fully-adopted - staff are now leading 3rd, 4th & 5th generation innovations
- a reporting and information breakthrough that is now automated across the client with live dashboards capturing both financial and non-financial customer service impact metrics.

This programme has taken customer excellence to another level and for a client such as Barclays Bank, who expect the very best, it has energised staff by allowing them to guide their innovative ideas through to impact. It has helped to develop ownership, confidence and skills and provided visible evidence of continuous improvement.

Additionally the programme has radically reduced the FUD (fear, uncertainty and doubt)-factor that slows change implementation, and has increased change agility and business engagement across the organisation. It has helped achieve alignment so individuals and teams can take strategic action every day. This in turn has helped to maximise organisational learning and the dissemination of best practice.

Summary

What this brief case study reveals is how the innovative use of technology in learning, and the creation of toolkits such as the QuickWins™ platform has helped JCI transform Customer Services for their clients. Going beyond conventional change management principles and adopting a truly innovative technology-enabled change process approach has stimulated creativity and local ownership. The ultimate benefit of the client organisation has been a highly engaged and motivated workforce delivering both financial and cultural impact.

“The QuickWins approach has meant our people are now driving the changes that need to happen and are getting result after result for the business. Many of these have brought substantial business impact. Overall the process is way beyond expectations and is now considered a JCI best business practice”

Alison Leonard, Head of Transformation, Global Workplace Services