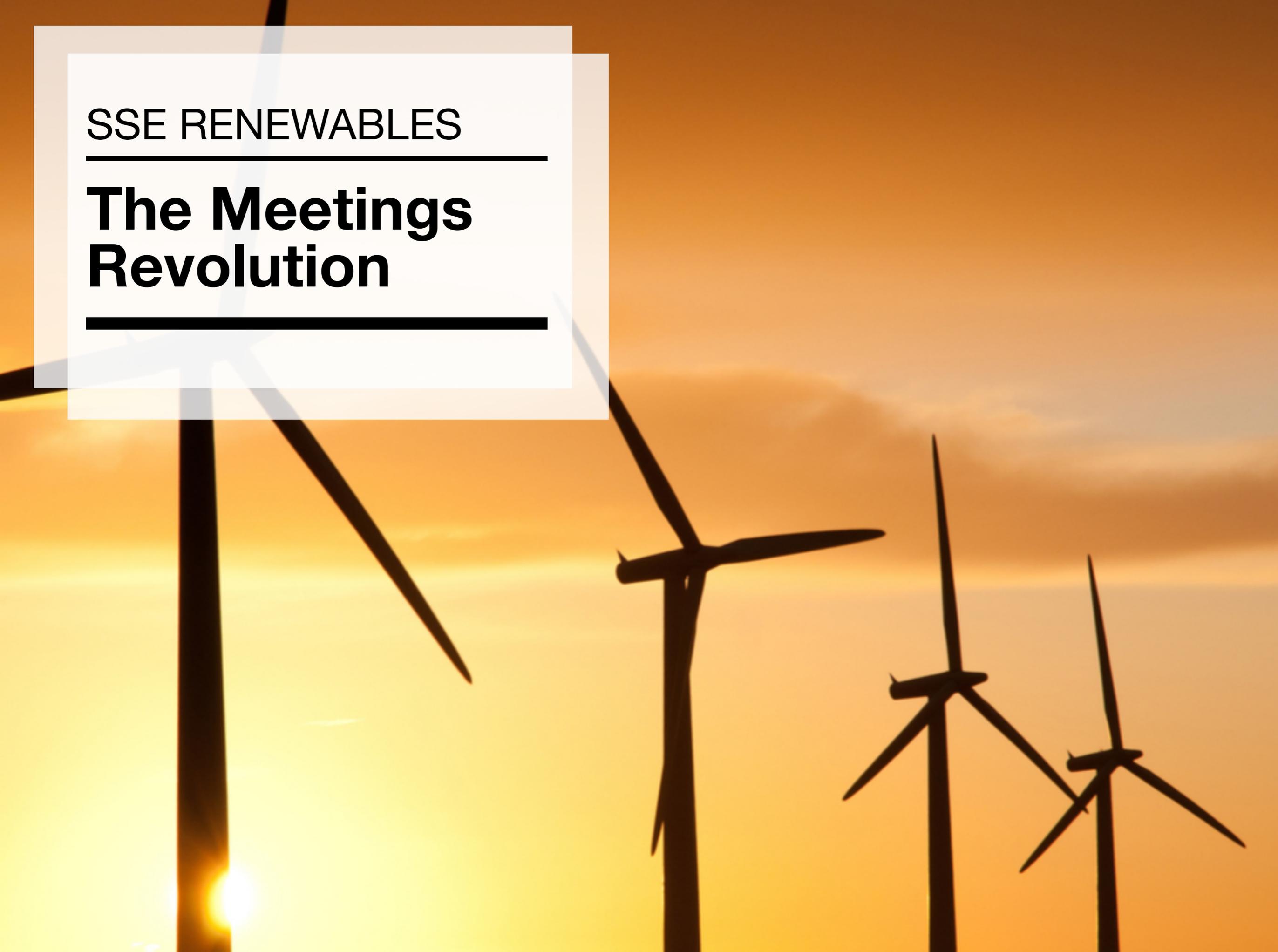


SSE RENEWABLES

The Meetings Revolution



SUMMARY

THE CLIENT CHALLENGE

SSER (SSE Renewables Development) was facing the need to become more dynamic and agile to compete effectively under the new guidelines and mechanisms that were being set out by the UK Electricity Market Reform (EMR). As such, the challenge was to improve internal efficiencies and generate greater productivity and reduce waste in their technical, design and project management community.

HOW WE HELPED

EZOZ supported a number of initiatives to meet this challenge, including an Onshore Fit for Future (FFF) programme, rationalisation and restructuring of the Offshore business, plus a cultural change programme called 50:30. This was a six-month initiative aimed at significantly improving the effectiveness of meetings, through the adoption of positive meeting behaviours and processes. The goal was to reduce time spent in meetings by 50% and attendees by 30%, whilst improving engagement and commitment to decisions.

CLIENT QUOTES

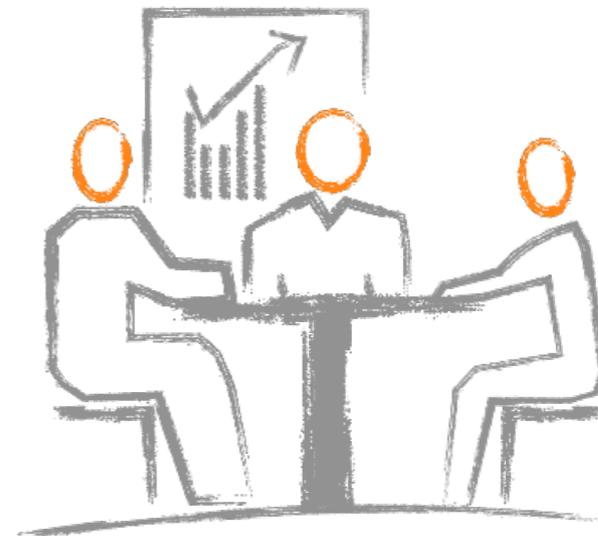
“This has become our way of working, not a temporary initiative.”
Paul Cooley, Director Renewables Development

“Through attending the behavioural workshop as a team, our honesty and frankness has increased, which is positively targeted to resolving outstanding issues in all our meetings.”

“Meetings are now structured to encourage good input, discussion and debate. We all have the behaviours to support this.”

“Team sessions and off-sites are interactive with full participation. We now facilitate these ourselves, reducing costs.”

“This investment has realised value through positive behavioural change.”



THE SOLUTION

DEFINE: BASELINING

In collaboration, the benefits are identified and mapped, plus the behavioural outcomes are defined.

Baselining is completed, giving a point of reference to measure

DELIVER: PHASE #1 Behavioural Change

EZOZ delivers 3-day practical workshops to immediately lift the behavioural performance of all leaders and project staff.

SSE internal trainers are on hand to support.

DELIVER: PHASE #3 Leaders Education & Contracting

Leaders are introduced to the POST (Purpose, Outcomes, Structure & Timings) philosophy during half-day interactive sessions, delivered jointly by EZOZ and SSE Facilitators.

Leaders contract with Facilitators live for their first meeting.



DEFINE: DIAGNOSIS

EZOZ & SSE conduct a thorough and transparent diagnosis of the issues driving this improvement.

Senior stakeholders are involved in the analysis, to harness their energy, ideas and build social support.

DESIGN & VALIDATION

The outcomes and benefits are validated with the Executive Team.

Collaboratively, a programme is designed to drive cultural change and transform meetings - called 50:30.

DELIVER: PHASE #2 Facilitator Selection & Development

An internal advertising campaign is used to recruit meeting facilitators.

The successful candidates are given 2-days of bespoke training to allow them to offer process solutions to drive more value and engagement from meetings.

EVALUATION BEGINS

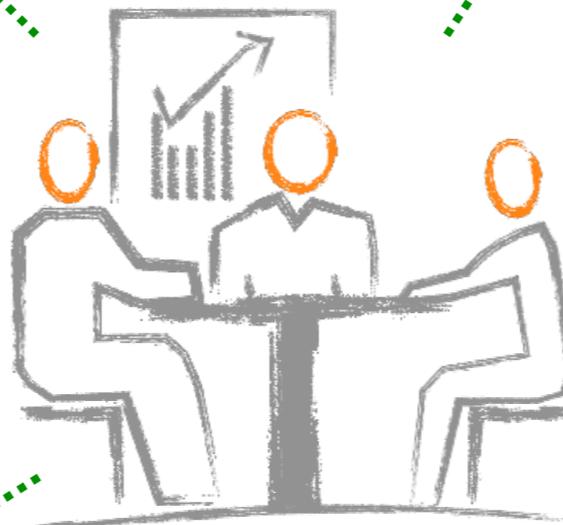
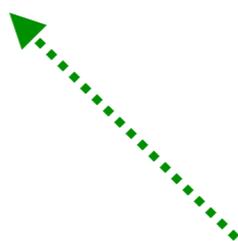
Analysis to measure the impact of the intervention, against the baseline data and identified benefits.

THE BENEFITS



WITHIN SIX MONTHS

- ✓ Hours spent in meetings reduced by an average of 57%.
- ✓ Over 50 workshops and team days were designed and facilitated internally (that previously would have been facilitated externally).
- ✓ ROI of over 500%.
- ✓ BIQ™ (behaviour interaction quotient) increased from 1.8 to 13.6, equating to positive enabling behaviours moving from 55% to 93% in meetings.



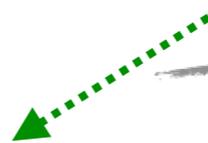
EFFICIENCY

- ✓ Meetings were shorter and more focused.
- ✓ The correct people were in each meeting, on average reducing the number of attendees by 30%.
- ✓ Decisions and actions were clear, with completion of actions increasing to 95%.
- ✓ There was higher commitment to decisions with people moving from “support with reservations” to “whole-hearted endorsement”.



EFFECTIVENESS

- ✓ Through applying enabling behaviours, staff exhibited:
 - ✓ Effective communication skills,
 - ✓ Improved decision making,
 - ✓ Increased problem solving ability and
 - ✓ Greater team work.
- ✓ Meeting principles and behaviours were adopted universally.



ENGAGEMENT

- ✓ Meeting attendees were more motivated and enthusiastic.
- ✓ Development of internal facilitators created a large number of personal development opportunities.

