



VIRGIN TRAINS

**Leadership MaX**

# SUMMARY

## THE CLIENT CHALLENGE

Virgin Trains (West Coast Trains Limited) was in a period of major uncertainty as they awaited the announcement of the new franchise. It was important that leaders at all levels were effective in maintaining performance and engagement throughout this period of change. Given the time constraints, it was vital that this development would have an immediate impact on leadership behaviour, plus support the vision to “*Create Amazing*” for their customers.

## HOW WE HELPED

EZOZ recognised that to lead people effectively through this transition period and beyond, leaders would need to be role models of TRIPP:

- Trust
- Resilience
- Inclusive behaviours
- Positive energy and Presence

EZOZ created a programme called Leadership MaX (**M**odelling **a**mazing **eX**periences), to support “*Create Amazing*” by developing leaders who model amazing experiences for others to replicate. This programme focused around TRIPP and was designed to immediately impact on leadership behaviour, every moment. EZOZ made it real, practical and engaging using a bespoke simulation and integrated model to replicate the daily pressures that leaders faced. Originally, the scope was to include the Executive Team plus 60 leaders over a four-month period. Due to the immediate positive impact on leadership behaviour, this was extended to cover 120 leaders and operational line managers over the same time period.

## CLIENT QUOTES

“Extremely valuable and useful to use in both my career and personal life. The quality of the delivery and feedback was excellent and enhanced learning.”

“Very insightful - videos and feedback were really useful to support the change. It was great to see the changes everyone made. Awesome workshop.”

“Intense, informative, reflective, engaging, usable and sustainable.”

“I appreciated that it was very visual (with no PowerPoint) and hands-on. I will never forget this training.”

“This has given me the tools and behaviours to a better leader and role model amazing experiences. The timing was great - it has helped us prepare for the coming change.”

“I truly understand the importance, value and impact of this programme. It has helped me show vulnerability to build trust and listen attentively to others.”

“For me it was so valuable to enhance my resilience and understand how to model a resilient response.”

“This has given me the tools to build better relationships and improve my leadership. I feel equipped for the road ahead.”

“EZOZ ran the programme to perfection. It was clear, concise, enjoyable and I learnt so much. They offered very valuable feedback, which is rare. Thank you.”

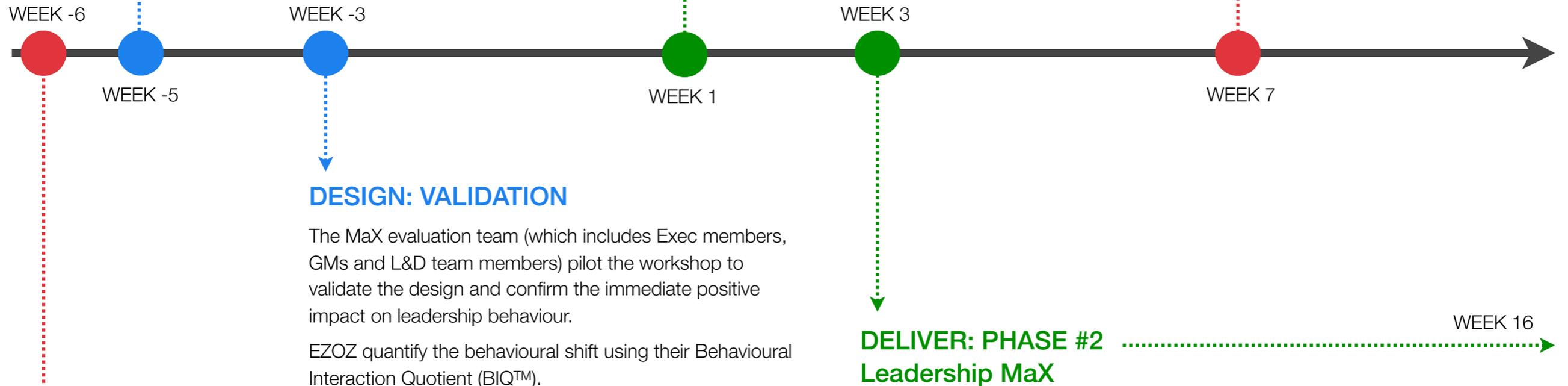


# THE SOLUTION

## DESIGN: MaX

EZOZ designs a programme, with transferable materials, skills, behaviours and a support system to allow MaX to work effectively at all levels of the organisation.

The purpose of the programme is to create leaders who model amazing experiences - Leadership MaX is born.



## DEFINE: CLARIFY NEEDS

EZOZ clarifies more precisely the immediate need and the behavioural outcomes. The programme is contextualised and the cultural challenges are identified.

## DESIGN: VALIDATION

The MaX evaluation team (which includes Exec members, GMs and L&D team members) pilot the workshop to validate the design and confirm the immediate positive impact on leadership behaviour.

EZOZ quantify the behavioural shift using their Behavioural Interaction Quotient (BIQ™).

## DELIVER: PHASE #1 Exec MaX

EZOZ deliver the two-day MaX workshop to the Executive Team to enable them to role model and sponsor MaX.

## DELIVER: PHASE #2 Leadership MaX

MaX is rolled out to 120 leaders and operational line managers, in peer/functional groups, to create a community of support.

Each session is opened and sponsored by an Exec Member.

## EMBEDDING BEGINS

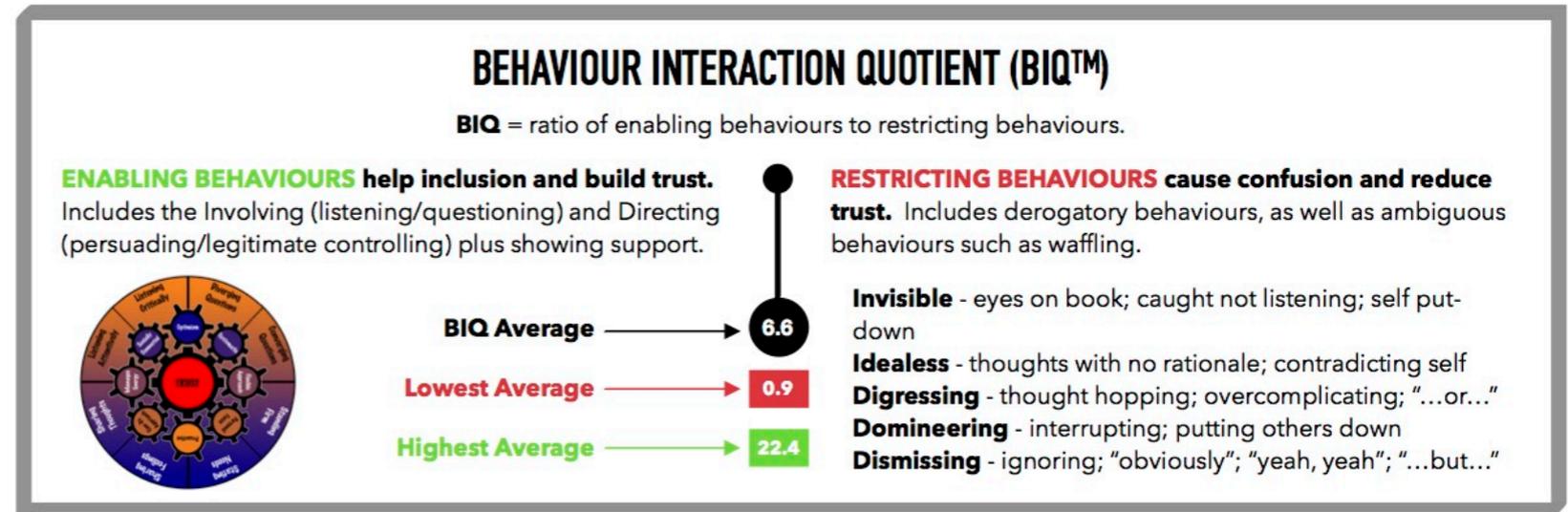
Virgin Train's Talent and OD team take responsibility for embedding the behavioural change into ways of working.



# THE BENEFITS

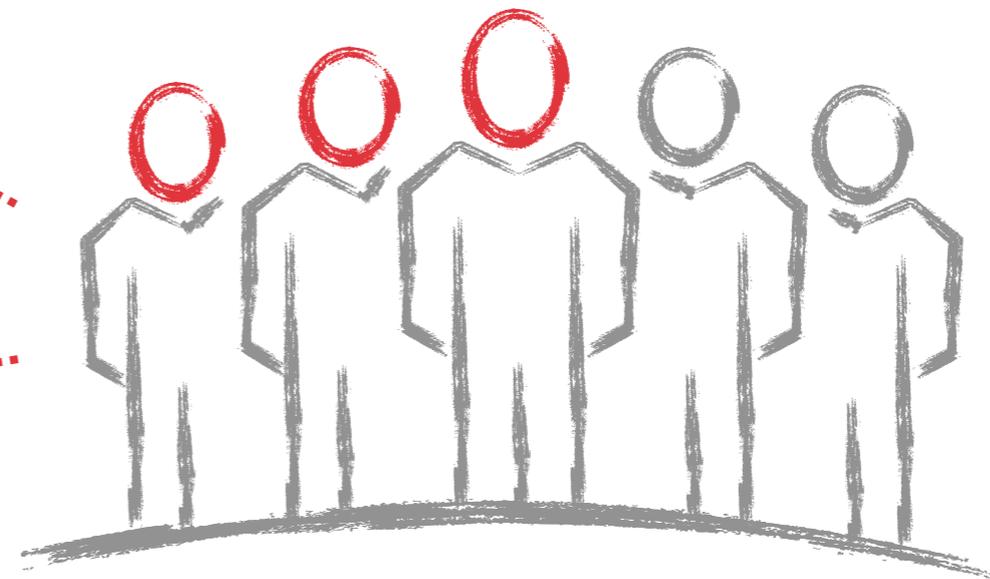
## BIQ™

- ✓ The ratio of enabling behaviours to restricting behaviours increased from an average of 1.5 to 6.6.
- ✓ This equates to a massive reduction in restricting behaviours from 2 for every 3 enabling behaviours to 2 for every 13.
- ✓ Restricting behaviours were replaced by listening attentively and using both diverging and converging questions.



## CULTURAL IMPACT

- ✓ Higher trust between team members, built through:
  - ✓ Higher intimacy (sharing vulnerabilities) and
  - ✓ A focus on listening to demonstrate genuine interest.
- ✓ Increased levels of resilience, predominantly through proactively:
  - ✓ Managing energy,
  - ✓ Being systematic and
  - ✓ Taking a can-do approach.
- ✓ Greater patience and energy with ambiguous tasks.
- ✓ Meetings feeling calmer and slower, whilst delivering more outcomes.



## ORGANISATIONAL IMPROVEMENT

- ✓ Improved meeting effectiveness
- ✓ Better decision making approach
- ✓ Greater commitment to decisions (from an average of 1.8 to 4.4 out of 5)