

POTENTUEL

Fuelling Growth Through People

KEY MESSAGES.

#1 Limited Familiarity with GBR: Only 15% of respondents demonstrated familiarity with the mission and structure of Great British Railways, indicating a need for improved awareness and understanding among employees.

#2 Confusion about Implementation: Employees express confusion surrounding the implementation plan of GBR, emphasizing the importance of clear communication and guidance.

#3 Management-Frontline Disconnect: A disconnect between management and frontline employees hampers effective communication, alignment, and progress towards shared goals.

#4 Poor Employee Engagement: The survey findings indicate a lack of engagement within the rail industry, suggesting that employees may not feel connected to their work or motivated to contribute their full potential.

#5 Lack of Leadership Communication and Clarity: Employees express a need for clearer guidance and direction from leadership, as the current lack of effective communication impedes engagement and productivity.

#6 Legacy Challenges: Negative experiences, including job losses and adverse changes to working conditions, have created scepticism and resistance among employees, eroding trust, and engagement.

#7 Lack of Trust and Empowerment: Employees perceive a lack of trust and empowerment, feeling that leadership is not effectively enabling their contributions to GBR's success or supporting their individual growth.

SUMMARY.

This report presents **the findings** of a survey to gauge the level of engagement among railway staff regarding the upcoming implementation of Great British Railways (GBR) and to identify any concerns and challenges related to the transition.

The survey was conducted over a two-month period, using a combination of one-to-one interviews and a short questionnaire. The questionnaire was distributed via email to management teams and a railway Facebook group, with a total of 55 responses received to date plus 12 one-to-one interviews.

Preliminary analysis of the survey data reveals that **staff who are geographically distanced from London and do not hold managerial roles feel less engaged** than their senior counterparts. Even staff members who are close to policy-makers do not appear to have a higher level of engagement or awareness of the implementation stage of GBR.

The survey also highlights a high level of **uncertainty among staff** regarding the implementation of GBR, which is impacting on morale. Concerns were raised about potential job losses, changes to working conditions, and the overall impact on the industry.

The interim findings of the survey underscore the importance of engaging railway staff in the implementation of GBR.

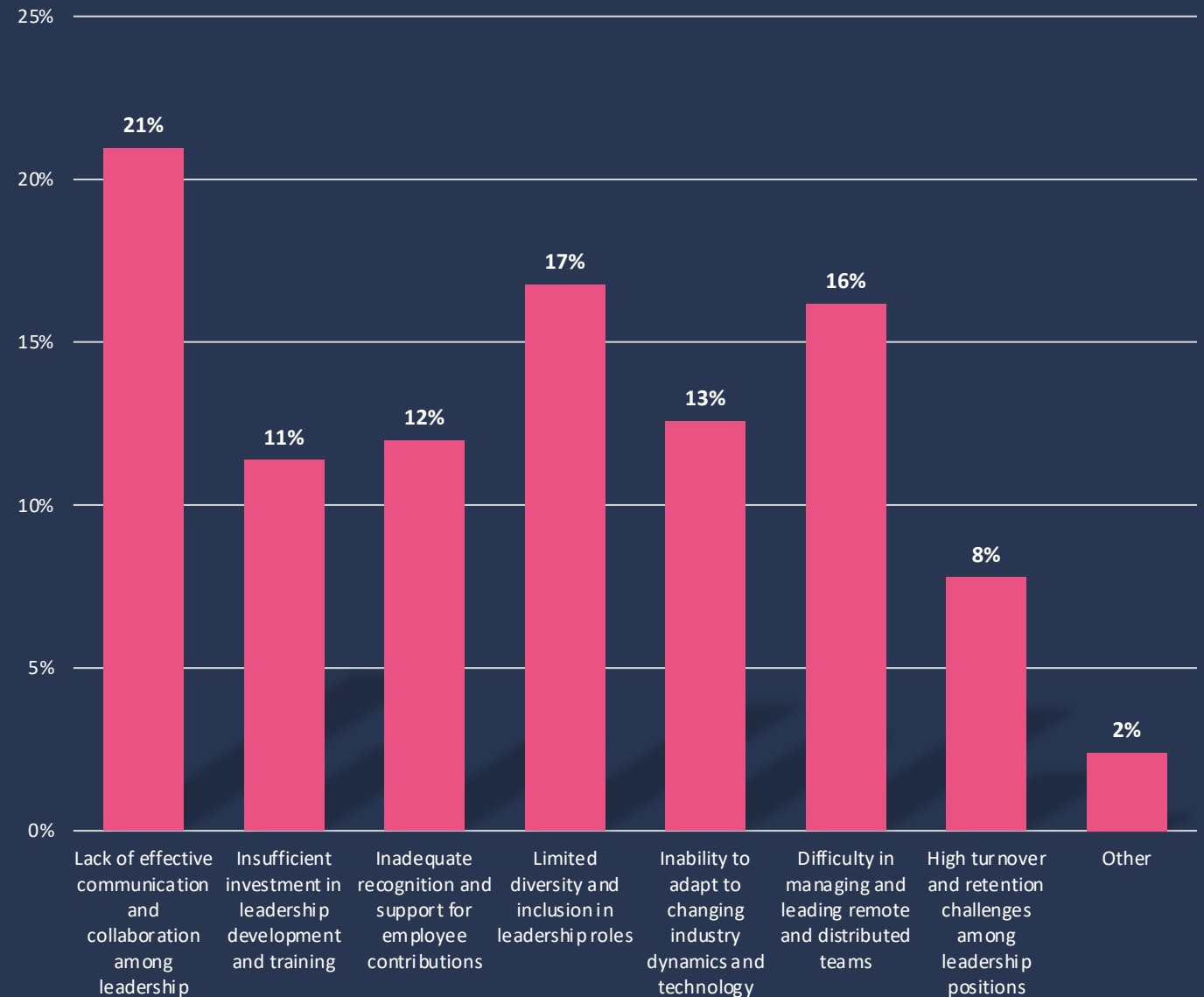
CHALLENGES.

The challenges faced by the Great British Railways (GBR) industry are numerous and complex.

- One of the main issues is the **industry's historical constraints**, which have made it slow or incapable of adapting to changes in its environment. This is exemplified by the industry's focus on recovering commuter travel and selling season tickets post-Covid, which is limiting its thinking on how it can deliver a better railway fit for the post-Covid market.
 - Numerous **legacy systems and working practices** that are hard to change, and a lack of effective leadership and accountability. In addition, the industry needs to prioritize diversity to promote innovation, creativity, and productivity.
 - Employees are facing challenges such as adapting to change, uncertainty around job security, and a **lack of clarity** in leadership's direction.
 - There is a need to provide a **better rewards and recognition** system that acknowledges the sacrifices and dedication of employees.
 - The industry needs to **balance modernisation and innovation with the need for human interaction** and the preservation of traditional roles within the railway industry.
 - The industry needs to address obstacles to recruiting and retaining **diverse talent in leadership positions** and provide a clear timeline for the move to Derby.
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WHAT'S THE CHALLENGE?

In your opinion, what do you believe are the top leadership challenges faced by the UK Rail Industry? Please select all that apply or provide your own answer.



WHAT'S THE CHALLENGE?

In your opinion, what do you believe are the top leadership challenges faced by the UK Rail Industry? Please select all that apply or provide your own answer.

The survey data highlights several challenges that UK rail industry leaders are facing.

- A significant proportion of respondents identified **lack of effective communication and collaboration among leadership (21%), difficulty in managing and leading remote and distributed teams (16%), and limited diversity and inclusion in leadership roles (17%)** as the most significant challenges. These findings suggest that leaders in the industry need to prioritize building strong relationships and fostering open communication, creating effective communication channels for remote and distributed teams, and promoting diversity and inclusion.
- Insufficient investment in leadership development and training (11%). This trend indicates a need for leaders to prioritise ongoing development and training to adapt to changing industry dynamics and technology.
- Inadequate recognition and support for employee contributions (12%) is another critical issue that needs to be addressed. Leaders must create an environment where all employees feel valued and supported, which can have a significant impact on the overall success of the organisation.
- The challenge of managing high turnover and retention challenges among leadership positions (8%). Leaders must ensure that they are providing their teams with meaningful work, opportunities for growth, and a positive work environment that fosters retention.

In summary, leaders in the UK rail industry face several challenges, including effective communication and collaboration, development and training, recognition and support, diversity and inclusion, adapting to change, managing remote and distributed teams, and retention. Addressing these challenges is essential for creating successful leaders and building strong, resilient organisations that can thrive in a rapidly changing industry.

industry has been slow not only a change
industry leaders leadership new change in the industry
pace of change change lack industry's lack
railway industry difficult needed industry and GBRTT
rail industry challenge future of the industry
facing the industry
diversity in the industry industry and employees

WHAT'S THE CHALLENGE?

"Industry is constrained by its history which means it is too slow or incapable to adapt to change in its environment."

"Top management out of touch with frontline staff"

"The UK rail industry has historically been slow to change for a number of reasons. One of the main factors is the complexity of the industry, which is made up of multiple organizations, each with their own interests and priorities. This has resulted in a fragmented system with competing agendas, making it difficult to achieve a coordinated approach to change and improvement."

"I am not aware of any engagement happening"

"I would like to see more consistency and clarity in the leadership's direction so that I can feel confident in my daily tasks and provide the best service to our customers."

"I feel that the senior leaders in the industry only talk among themselves without involving the rest of us."

"There is a massive disconnect between management level and front line. There is a lack of understanding on both sides as to the aims of each side. Communication from the top is poor, communication from the bottom up is worse which is a bigger problem: management don't listen to those on the ground. "

"The government seem content to drive the industry into the ground and the senior leadership seem content to play politician and allow it to happen."

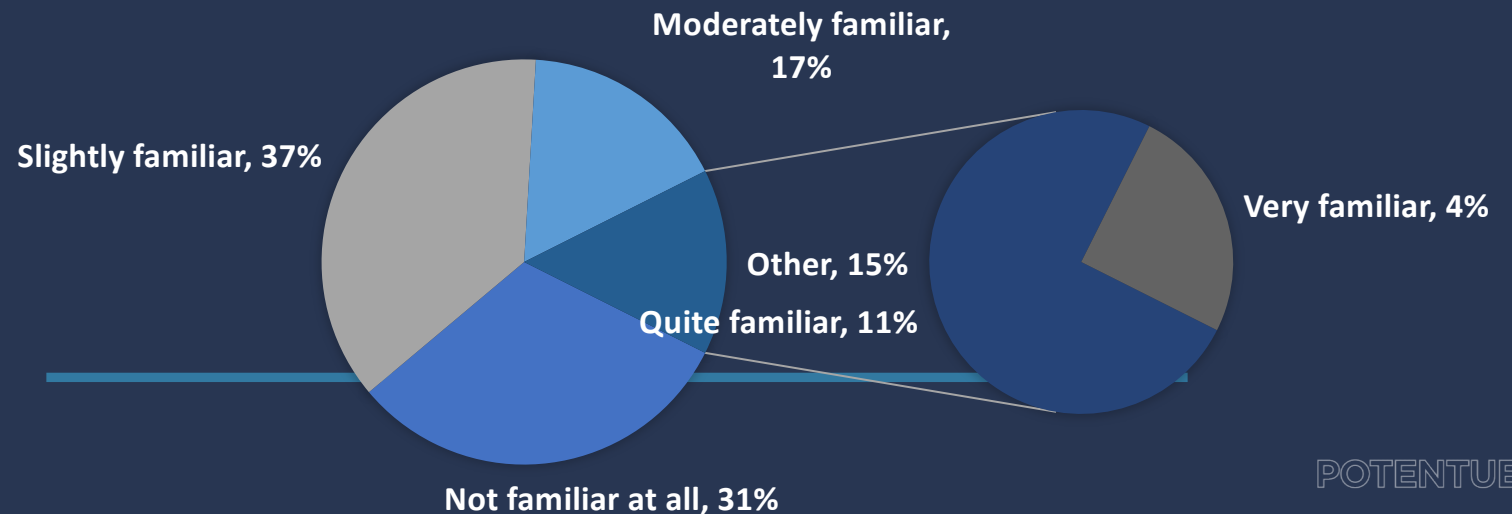
ENGAGEMENT.

How familiar are you with the progress that the Great British Rail Transition Team is making with the new organisational structure for GBR?

Familiarity with the new organisational structure for GBR is relatively low. **Only 15% of respondents described themselves as very or slightly familiar with the new structure**, while 37% said they were only slightly familiar and a further 31% said they were not familiar at all. This lack of familiarity could have several implications for the GBR transition team and the broader rail industry.

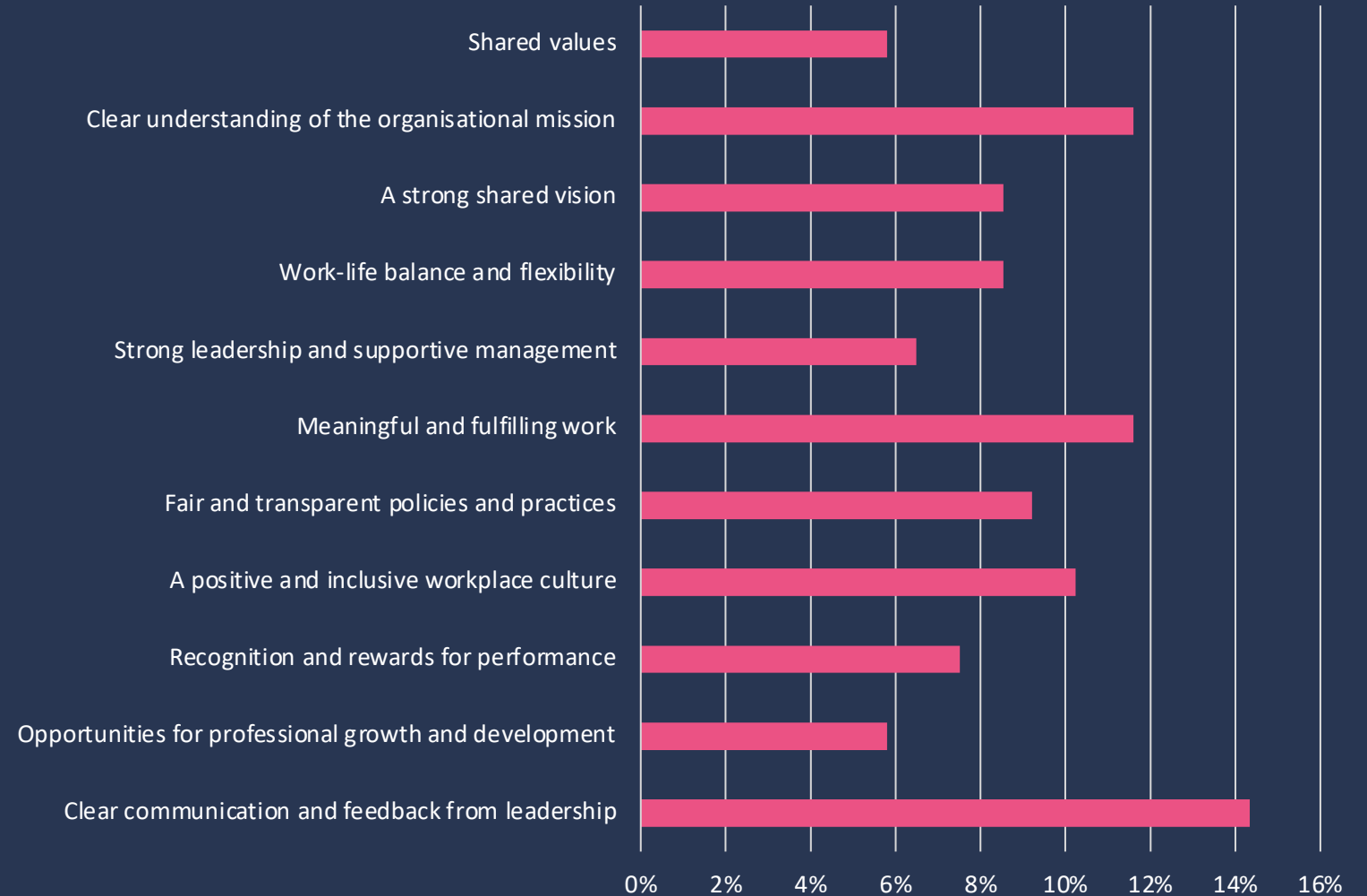
- Suggests communication and engagement around the new structure may need to be improved in order to ensure that all employees are aware of the changes and their implications.
- There is a risk of confusion or uncertainty among employees around their roles and responsibilities within the new structure. This could lead to inefficiencies, delays, or other operational issues, which could impact the performance of the rail network as a whole.
- The survey results highlight the importance of effective communication and engagement in managing organisational change.

By ensuring that all employees are fully informed and engaged in the transition to the new GBR structure, the rail industry can maximise the chances of success and minimise the risks of disruption or delay.



ENGAGEMENT.

What do you believe are the key factors that contribute to an engaged workforce?



ENGAGEMENT.

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The top three factors that contribute to an engaged workforce are clear communication and feedback from leadership, meaningful and fulfilling work, and a clear understanding of the organisational mission. These findings are in line with research that shows the importance of effective leadership, a sense of purpose and meaning, and communication in creating an engaged workforce.

Railway employees **value clear communication and feedback** from their leadership, as this is a critical component of engagement. Leaders who communicate effectively and provide regular feedback help employees feel valued, connected to the organization, and motivated to perform at their best.

The survey highlights the **importance of meaningful and fulfilling work**. When employees feel that their work is meaningful and that they are making a positive contribution, they are more likely to be engaged and committed to the organization.

A **clear understanding of the organisational mission is essential for engagement**. When employees understand the purpose of the organisation and how their work contributes to its success, they are more likely to feel connected to the organization and motivated to perform at their best.

Interestingly, opportunities for professional growth and development and shared values were cited as the least important factors in creating an engaged workforce. While these factors are still important, the survey results suggest that communication, purpose, and understanding of the mission may be more critical to engagement in the rail industry.

Overall, these findings underscore the importance of effective leadership, purposeful work, and clear communication in creating an engaged and motivated workforce. Employers should take note of these factors and work to ensure they are providing an environment that fosters engagement and supports the well-being of their employees.

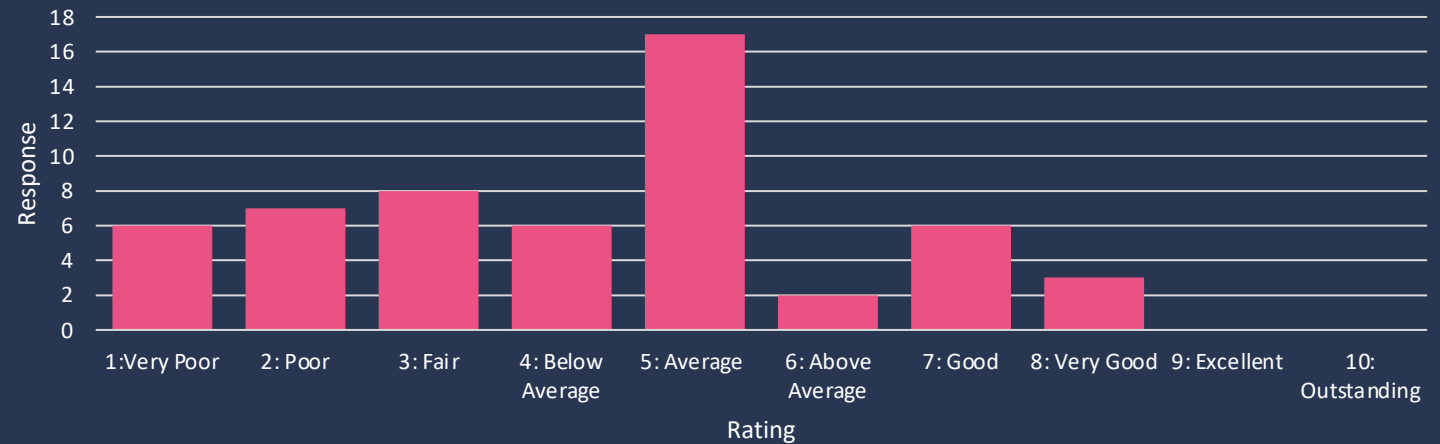
ENGAGEMENT.

How well do you believe the UK rail industry performs in engaging with its workforce?

1 being poor

10 being excellent

AVERAGE ENGAGEMENT INDEX: 4.5



The UK rail industry is facing a range of challenges, including delayed implementation of GBR organisation, post-pandemic fatigue, and the cost of living crisis. These issues have contributed to a wave of industrial action as rail workers demand pay settlements and job guarantees.

Our survey, shows **employee engagement is worryingly low**, with an average score of just 4.5 out of 10. This suggests that many rail workers are disengaged from their work and may be contributing to the poor industrial relations in the industry.

The data illustrates possible causes as poor communication, lack of recognition, and insufficient training and development opportunities. If not addressed, low engagement will have serious implications for employee retention, productivity, and ultimately, the quality of service provided to passengers and freight customers.

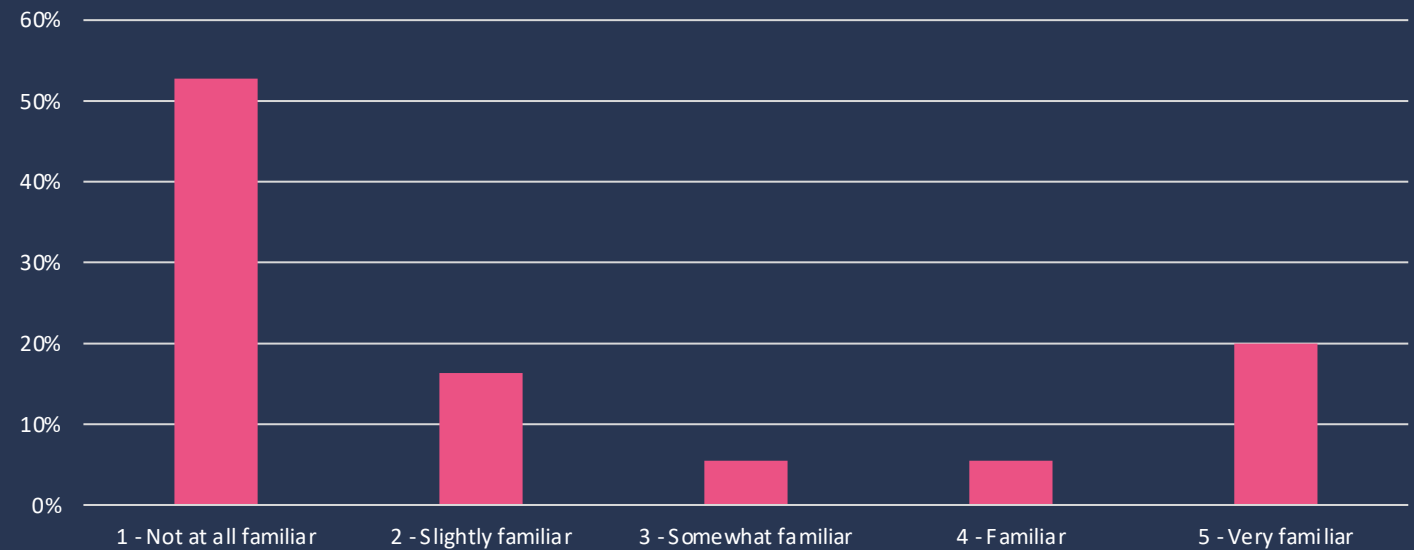
SERVANT LEADERSHIP.

How familiar are you with the concept of servant leadership?

2.4

The survey results indicate that there is a **low level of familiarity among the respondents with the concept of servant leadership**. This suggests that there is a potential opportunity for organisations in the railway industry to educate their employees on this leadership style and how it can contribute to a more engaged and motivated workforce.

It is worth noting that servant leadership is a leadership philosophy that emphasizes serving others first and empowering employees to achieve their full potential, which can lead to increased job satisfaction and employee engagement. By promoting this leadership approach and investing in training programs that teach servant leadership skills, railway companies can potentially improve their employee engagement levels and overall organisational performance.



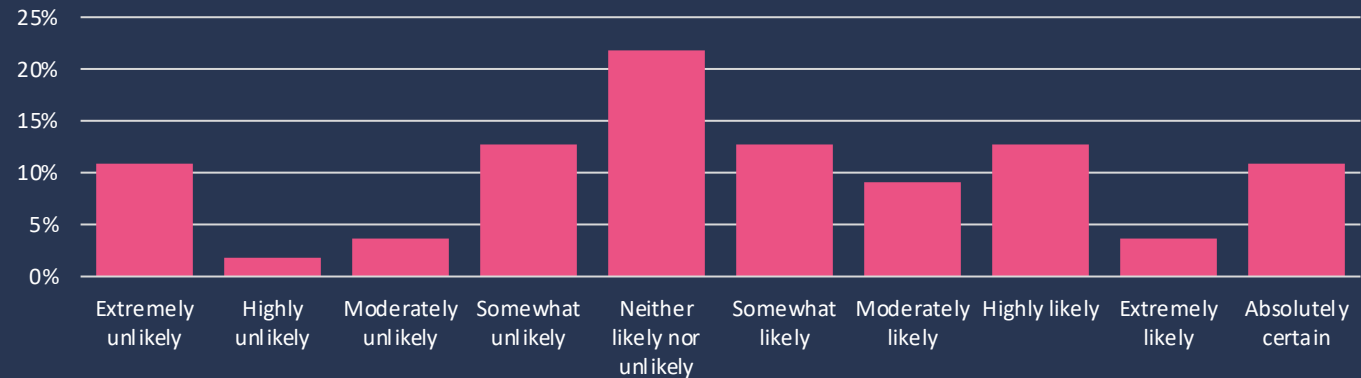
SERVANT LEADERSHIP.

On a scale of 1 to 10 (1 very unlikely and 10 very likely), how likely do you think that adopting the concept of servant leadership in the UK rail industry would improve employee relations and engagement?

5.69

The survey results show that the majority of respondents believe that **adopting the concept of servant leadership in the UK rail industry would have a positive impact on employee relations and engagement**. However, it is worth noting that a significant portion of respondents (39%) were either neutral or somewhat skeptical of the idea. This suggests that more education and awareness building around the concept of servant leadership may be necessary in order to fully realise its potential benefits.

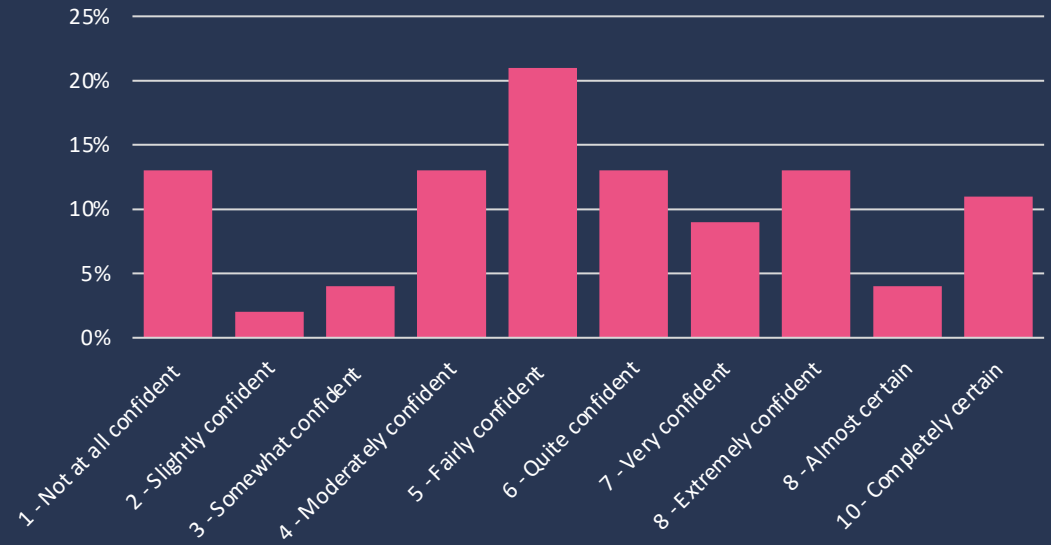
Given the challenges currently facing the UK rail industry, including post-pandemic fatigue and ongoing industrial action, improving employee engagement and relations is more important than ever. Adopting a servant leadership approach can help to create a culture of trust, respect, and empowerment that motivates employees to perform at their best and feel valued within the organisation. It is important to acknowledge that implementing a new leadership approach is not a quick fix and will require sustained effort and commitment from leadership at all levels of the organisation.



3.96

GBR VISION.

How confident are you in the leadership of the UK rail industry's ability to articulate and communicate the vision for Great British Rail (GBR)?



It appears that the **majority of respondents (71%) feel at least fairly confident in the leadership** of the UK rail industry's ability to articulate and communicate the vision for GBR (GBR). However, the average response of 3.96 suggests that there is still room for improvement in this area.

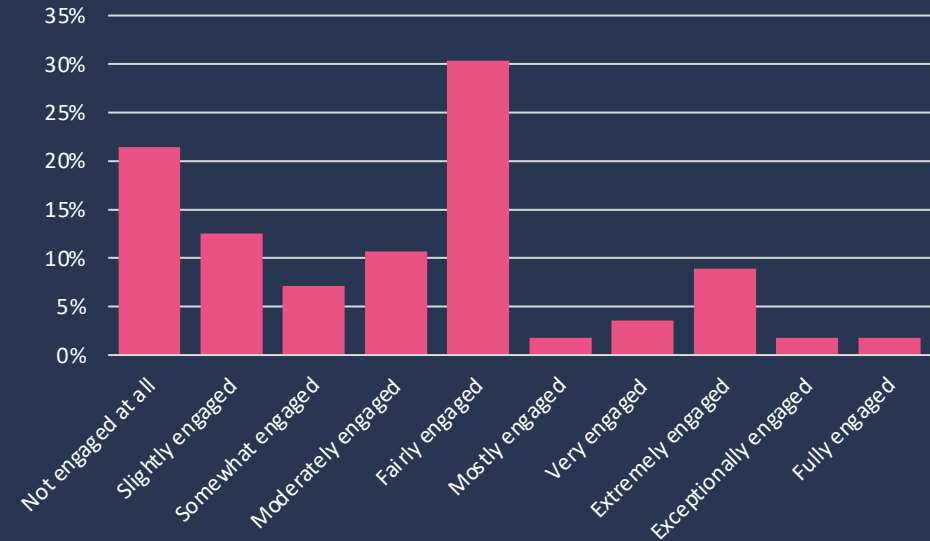
Effective communication of the GBR vision is critical to gaining buy-in from employees and stakeholders and driving engagement. It is encouraging to see that most respondents have some level of confidence in the industry's leadership in this area, but there is still work to be done to increase that confidence level.

Leaders in the UK rail industry should focus on improving their communication skills and finding ways to more effectively share their vision for GBR with employees and stakeholders. By doing so, they can build stronger relationships and increase engagement with their workforce, ultimately driving better outcomes for the industry as a whole.

3.93

GBR VISION.

How engaged do you feel with the vision for Great British Rail (GBR) as communicated by the industry's leadership?



It appears that the level of **engagement with the vision for Great British Rail (GBR) as communicated by the industry's leadership is mixed**. While 30% of respondents feel fairly engaged with the vision, a significant portion (34%) of respondents indicated that they are not engaged at all or only slightly engaged.

This may indicate a need for the industry's leadership to reassess their communication strategy and ensure that the vision for GBR is being clearly and effectively communicated to all employees. It's possible that those who are not engaged may not fully understand the vision or how it relates to their work.

By engaging with employees and addressing any concerns or questions they may have, the industry's leadership can work to foster a more engaged and committed workforce.

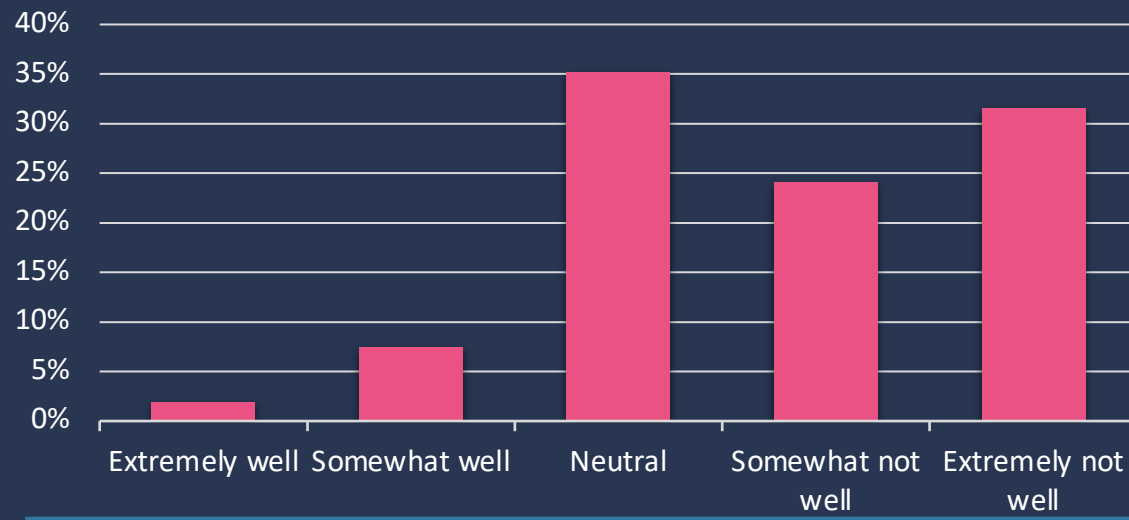
GBR VISION.

How well do you feel the leadership of the UK rail industry has communicated the GBR vision to employees?

It appears that the leadership of the UK rail industry has some work to do when it comes to communicating the GBR vision. According to the survey data, **80% of respondents felt that the communication had been neutral or poor.**

This lack of clear and effective communication can have a negative impact on employee engagement, as employees may not fully understand the direction and goals of the industry. It may also lead to confusion and misunderstandings about the company's priorities and strategies.

It is clear that improving communication and engagement with employees should be a top priority for the UK rail industry as it continues to transition to the new GBR structure.



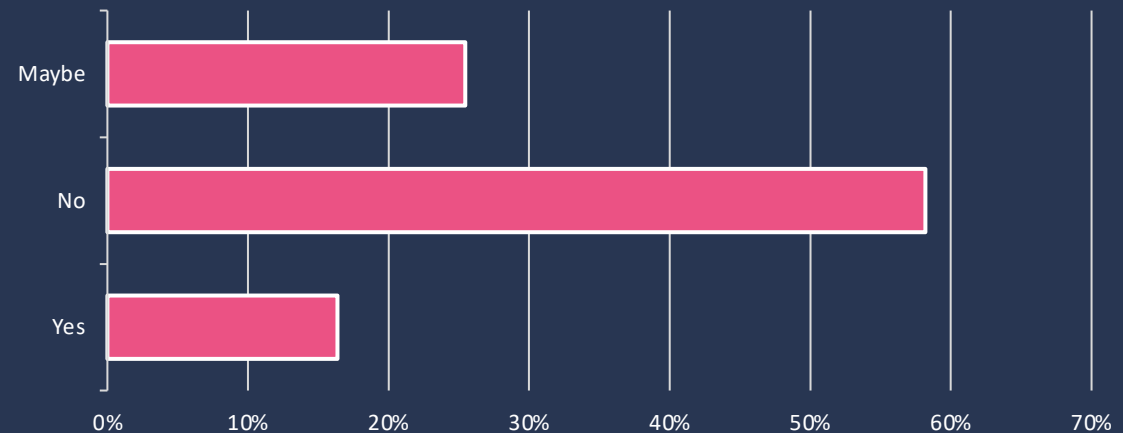
GBR VISION.

Do you feel that the leadership of the UK rail industry is actively involving employees in shaping and implementing the GBR vision?

A significant portion of **employees do not feel that the leadership of the UK rail industry is actively involving them in shaping and implementing the GBR vision.** Specifically, 58% of respondents answered "no" to this question.

This lack of employee involvement could be a major obstacle to successful implementation of the GBR vision. Employees are the backbone of any organisation and their involvement and engagement are essential for success. It is important for the leadership to recognise this and actively involve employees in the process. This can lead to better buy-in and ownership of the vision, improved employee engagement and productivity, and ultimately greater success in achieving the goals of the GBR initiative.

Moving forward, the leadership of the UK rail industry may need to consider new and innovative ways to involve employees in the implementation of the GBR vision. By doing so, the industry may be able to improve employee engagement, morale, and ultimately achieve greater success in implementing the GBR vision.



FINAL WORDS.

What would you like to see from the leadership of the UK rail industry to further promote engagement with the GBR vision among employees?

It seems that employees are looking for more transparent and inclusive communication from leadership about the GBR vision, as well as opportunities to provide feedback and have their voices heard. They would also like to see more concrete actions being taken to involve employees in the decision-making process and to promote diversity and inclusion in the workplace. Additionally, employees would like more information about the timeline for GBR implementation and the impact it will have on their roles.

To address these concerns, it may be helpful for leadership to engage in more presentations and Q&A sessions to promote understanding and buy-in. Front-line staff should be empowered to take ownership of the vision, and there should be more interactive and collaborative engagement methods. A formal employee engagement programme that includes regular surveys, one-on-one meetings with employees, and opportunities for feedback and suggestions could also be established.

Leadership should also take a more proactive approach to promoting diversity and inclusion, with targeted recruitment strategies, training and development programmes, and a culture of inclusion and belonging. Clear communication and transparency about plans for training and development, goals and timelines, and the progress and outcomes of changes or improvements made based on employee feedback should be provided.

Overall, it's important for leadership to prioritise investment in training and development, address barriers to diversity and inclusion, and communicate their plans clearly and transparently to promote engagement with the GBR vision among employees. This will help build a stronger sense of engagement and ownership among employees, and ultimately lead to more effective and sustainable changes within the industry.

FINAL WORDS.



Defining Why? Simon Sinek

"Regular town hall meetings, open forums and Q&A sessions could demonstrate that the company values employees' opinions and is committed to transparency and open communication."

"I want to create a workplace culture that values and celebrates the contributions of our employees. By doing so, we can retain our talent and attract new talent to the industry, ultimately improving the overall performance and reputation of UK rail."

"It's important that everyone, regardless of their background, feels that they have the opportunity to progress and contribute to the vision of GBR."

"I would like to see the leadership take a more proactive approach to promoting diversity and inclusion."

"I believe that the industry needs to do more to attract and retain diverse talent. This means addressing systemic barriers to entry and providing opportunities for career development and progression for underrepresented groups."

"More concrete actions being taken to involve employees at all levels in the decision-making process will help to build a stronger sense of engagement and ownership among employees."

"It would be beneficial to provide transparent updates on the progress and outcomes of any changes or improvements made based on employee feedback."

feedback from all employees
opportunities for all employees
opportunities for feedback
employees at all levels
employee engagement leadership changes
GBR vision
underrepresented groups **employees** staff employee feedback
meetings with employees **regular values industry** vision among employees
diversity and inclusion
training and development
contributions of our employees

CONCLUSIONS.

Creating a Universally Successful Destination: Aligning Goals and Objectives in GBR

The Great British Railways (GBR) industry faces numerous challenges that are complex and interrelated. The industry has been historically constrained, leading to slow adaptation to changes in the environment. The COVID-19 pandemic has further highlighted this issue, with the industry focusing on recovering commuter travel and selling season tickets post-Covid, limiting its thinking on how it can deliver a better railway fit for the post-Covid market. The industry needs to prioritize diversity to promote innovation, creativity, and productivity. Furthermore, employees face challenges such as adapting to change, uncertainty around job security, and a lack of clarity in leadership's direction.

GBR's leadership must address these challenges to build strong, resilient organizations that can thrive in a rapidly changing industry. Effective communication and collaboration, development and training, recognition and support, diversity and inclusion, adapting to change, managing remote and distributed teams, and retention are the key challenges that must be addressed.

A significant proportion of respondents identified lack of effective communication and collaboration among leadership (21%), difficulty in managing and leading remote and distributed teams (16%), and limited diversity and inclusion in leadership roles (17%) as the most significant challenges. Insufficient investment in leadership development and training (11%) and inadequate recognition and support for employee contributions (12%) were other critical issues that need to be addressed.

The transition to the new GBR structure has not been effectively communicated, with only 15% of respondents describing themselves as very or slightly familiar with the new structure. The survey results highlight the importance of effective communication and engagement in managing organisational change. By ensuring that all employees are fully informed and engaged in the transition to the new GBR structure, the rail industry can maximise the chances of success and minimise the risks of disruption or delay.

CONCLUSIONS.

The survey has also highlighted the importance of effective leadership, purposeful work, and clear communication in creating an engaged and motivated workforce. Railway employees value clear communication and feedback from their leadership, meaningful and fulfilling work, and a clear understanding of the organisational mission. Opportunities for professional growth and development and shared values were cited as the least important factors in creating an engaged workforce.

To address these challenges, GBR's leadership must prioritise building strong relationships and fostering open communication, creating effective communication channels for remote and distributed teams, promoting diversity and inclusion, and providing ongoing development and training to adapt to changing industry dynamics and technology. Leaders must create an environment where all employees feel valued and supported, which can have a significant impact on the overall success of the organization.

In conclusion, the Great British Railways industry must overcome multiple challenges to thrive in a rapidly changing industry. By prioritising effective leadership, purposeful work, and clear communication, GBR's leadership can create an engaged and motivated workforce, build strong and resilient organisations, and maximise the chances of success in the transition to the new GBR structure.

POTENTUEL

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