

WHO DARES
TO DREAM A
LITTLE BIGGER?
PEOPLE LIKE US



Changing culture at Edwards

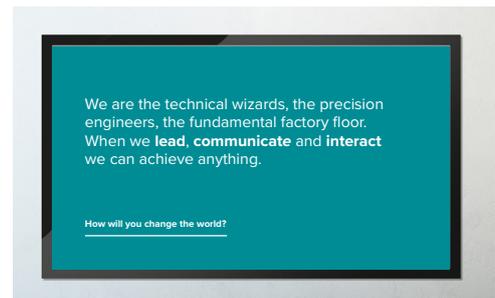
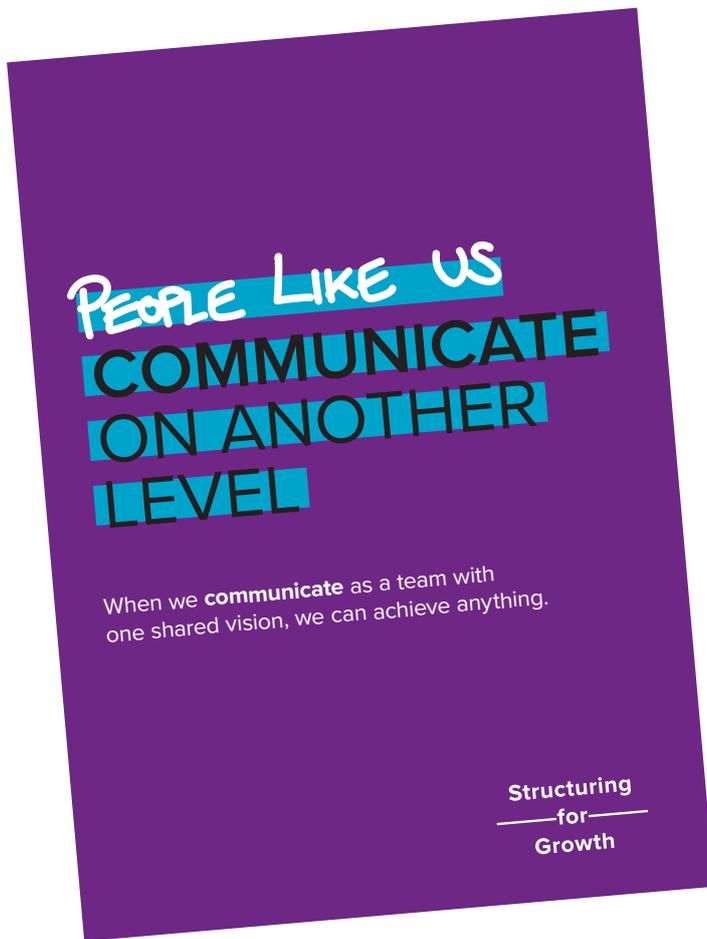
**“They wanted
to create a new
culture where
their people
feel valued,
motivated and
empowered.”**

A new structure

Edwards develop and make high-technology vacuum products and exhaust management equipment. They're not a household name, but their systems help make vital components like flat panel displays, LEDs and solar cells. In fact, there's probably a little bit of Edwards in every high-tech product in your home or office.

Edwards recently changed their business structure, getting rid of top-down, hierarchical decision-making to put the power in the hands of their 4,200 employees across the globe. This is a huge change for any organisation – one that needs a culture where people feel valued, motivated and empowered to make decisions themselves.

Did someone call for the Home team?



Changing culture at Edwards

“Early testing showed our daring approach and straight-talking tone resonated.”

Images clockwise from top left
- Poster template
- Plasma screen graphics

A new way of working

We spent a lot of time understanding what this would mean for colleagues. We developed a new set of competencies. We gave clear definitions and positive and negative examples of specific behaviours to help everyone understand what was expected from them.

A new way of communicating

It's only a cliché because it's true: change is a constant at Edwards. Our research told us our creative had to be bold, brave but above all different. Early testing showed our daring approach and straight-talking tone resonated. It wasn't what they were used to (at all!) but the messages stood out and the approach made them sit up. The 'People Like Us' concept made them feel this was something relevant, inclusive and personal. It was a real rally cry.

Edwards' people embrace their reputations as boffins, perfectionists and geeks. And as you can see, we had a lot of fun playing with this.



Changing culture at Edwards

“We set up an ambassador network of 70 colleagues who were passionate about making a difference...”

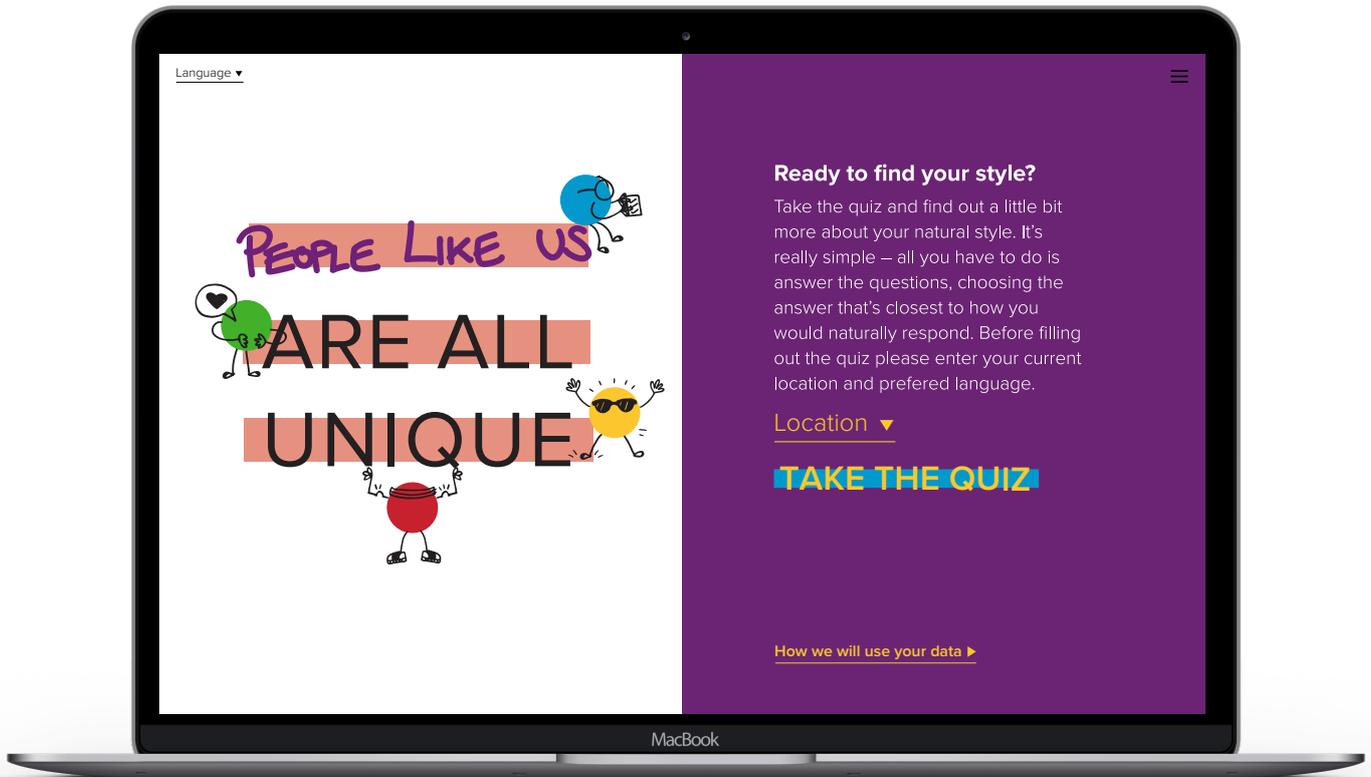
Images clockwise from top left
- Competency workshop boards
- Train the Trainer slide deck
- Branded USB toolkit
- Positive / negative behaviours cards
- Sharing a message worksheet

A new way of cascading

True culture change takes more than just a brilliant creative approach (even a really very brilliant one). We had to give people the chance to understand the competencies and then help them build their own mental map to make the competencies relevant for their job.

We knew there was a high-level of peer-to-peer trust within Edwards, and maybe just a little hint of cynicism about ‘outside experts’. So we decided to make the cascade completely Edwards-owned. We set up an ambassador network of 70 colleagues who were passionate about making a difference, putting them through a specially designed Train the Trainer session. Over time, they spread the People Like Us message to every employee.

We developed a suite of materials to support the cascade. We gave the opportunity to reflect on both good and bad examples of the competencies, equipping them to challenge inappropriate behaviour and have conversations about behaviour. Just like Edwards’ new structure, we’ve put the power in the people’s hands!



EDWARDS

Our client, Gemma Parkhouse, former Global Marketing & Communications Manager, summed it up perfectly:

“This award means so much to us! People Like Us is truly making a difference here and I’m extremely grateful to the Home team for their creativity, expertise and straight talking approach! The feedback has been overwhelmingly positive. Results have been instant and we’ve engaged each area of our business. We have been working with Home for two years now and have been consistently impressed with the team.”

A new way of sharing

Phase 2 of the programme saw the development of a microsite so that colleagues could test themselves alongside the competencies and get a feel for where their strengths lay. It also showed them what they needed to do to elevate their working styles and better align to other competencies and the colleagues in their team. With the help of the ambassadors the momentum continues and shows the inherent power of the Edwards people.

People Like Us has created a culture across their business where people feel valued, motivated and empowered to make decisions themselves so that they can drive the business forward.

The programme was also recognised by the Employer Brand Management Awards and won the ‘Best employer brand from the engineering & manufacturing sector’ category. We’re chuffed to bits!