

## Vodafone – Leading in the Vodafone Way

### Objective

Embedding new values and behaviours across a global organisation was the challenge facing Vodafone as they created Leading In The Vodafone Way. This programme was designed to create a shared picture of what it means to work and lead in The Vodafone Way for their 250 senior leaders located across the world. In 2010, the workshops began, exploring The Vodafone Way behaviours with the senior team in groups of 24 over a 3-day period.

These practical sessions challenged leaders to:

- work out for themselves what The Vodafone Way means for them in their part of the business.
- hold up a mirror to their own behaviours as leaders
- push themselves and one another to 'call' or challenge behaviours that are not supportive

### Our Approach

Very early in the design process it became clear that the key challenge was in the 'how' – how do you have brutally honest conversations, how do you really live these values?

Steps worked with Vodafone and with programme facilitator, Emmanuel Gobillot, to design an interactive scenario, highlighting inappropriate behaviours in a meeting context that was played out for the whole group and facilitated by a Steps actor-facilitator. Participants were invited to 'call' the behaviours of the characters and propose new courses of action that aligned to The Vodafone Way. The actors, in role, encouraged the group to give them the actual words they might use to confront obstructive behaviour. The Steps facilitator also included discussion on appropriate language, tone and manner of the person calling the behaviours.

Following the scenario, we worked in small break-out groups where participants were invited to practice their own bespoke 'challenging' conversations. These conversations were facilitated by our actor-facilitators, who not only role-played the situation to the highest standard, but also offered constructive feedback in conjunction with the Vodafone trainer. It was described by one key Vodafone employee 'as valuable as high-level coaching'.

### Challenges

- Maintaining consistency over a long period – we developed a core team to deliver the programme over a 12 month period that maintained flexibility to respond to new dates and changes where necessary.
- Working at very senior levels – we provided actor-facilitators who are comfortable working at this very demanding level, and consistently received very positive feedback.

### Outcomes & Feedback:

Steps' session achieved the highest rating of all the sessions over the 3-day course with a 4.5 out of 5.0 average score. Comments from participants included: 'Very powerful reflection', 'Very useful to get an outside perspective into emotional situations', 'Excellent, practical and very challenging', 'Embedded an understanding that we need to model the behaviours to make change'.

*"The Leading In The Vodafone Way programme is based on learning from experience. Steps have helped our senior leaders understand the impact of their own behaviour and how to challenge each other's behaviour, in a very real and practical way. Practicing difficult conversations has given them insights to take back and use in the "real world", which will have a strong positive impact on the culture of Vodafone"* **Ronald Schellekens, Group HR Director**