

Assessing the culture at Royal Mail



Background

Royal Mail is a letters and packaging business and is part of the Royal Mail Group plc. Since becoming a plc in 2000, the organisation has undergone significant changes (and challenges), going from a loss-making to profit turning business by 2005.

Royal Mail commissioned Blue Edge to undertake a cultural audit for its Customer Operations team. The purpose of the audit was to provide objective data on the shape of the organisation's culture and its fit with the wider business strategy.

Proposed approach

The Blue Edge project team worked closely with Royal Mail to create a cultural metric and to develop a staff communications plan. The metric was designed using the Blue Edge Performance Culture Audit™ (PCA™) base questions. Once approved, the metric was used to create a cultural audit survey which was piloted and launched via an online survey platform.

The online survey was open to responses for two weeks. During this time the Blue Edge project team worked closely with the team at Royal Mail to maintain regular communication with employees.

The data gathered was then analysed using quantitative and qualitative methods. The results of this analysis informed the final report and presentation to the senior management team.

The benefits of the cultural audit to the organisation were:

- The identification of performance critical aspects of Royal Mail's company culture
- Identification of positive aspects of culture to build on, and less positive aspects to address and improve
- An understanding of what leads Royal Mail staff to feel engaged/disengaged and motivated/demotivated.

Ongoing relationships

Following the success of the Customer Operations project, Blue Edge was engaged by both the South London area and Central & West London area to conduct similar Cultural Assessment projects.

Our project team worked closely with the Royal Mail project teams to run focus groups with the senior management teams. The focus groups were designed to enhance the data collected via the cultural audit surveys by providing detailed qualitative feedback on staff perceptions of Royal Mail's culture.

"We engaged Blue Edge to do a culture assessment to support an organisational redesign of an HR shared service regional support offering. The timescales for this type of project were ambitious and we found Blue Edge agile and flexible to meet our needs. The outputs of the culture analysis were a key input into the design activity and the resulting design led to a potential saving of over £4,000,000."

Royal Mail Organisational Change Consultant

