Reassurance

Colleagues and leaders talked about uncertainty at times of change.

People worry about how their role might change and how they can show value in a new environment.

Colleagues need support and reassurance.

"Why try to do something on your own when there are people here to help you? Really what I want is support and commitment, not just information"

- Research participant

Permission

Colleagues can't always control how they manage their own workload.

People need to be able to focus on a project without being distracted by 'business as usual' work.

Colleagues need less hierarchical environments so that they can challenge leaders and ways of working and thinking.

"You need senior leaders to set the signals. You need to know that your boss has your back. Not checking every month 'how are you doing against the plan'. It's exhausting justifying your existence."
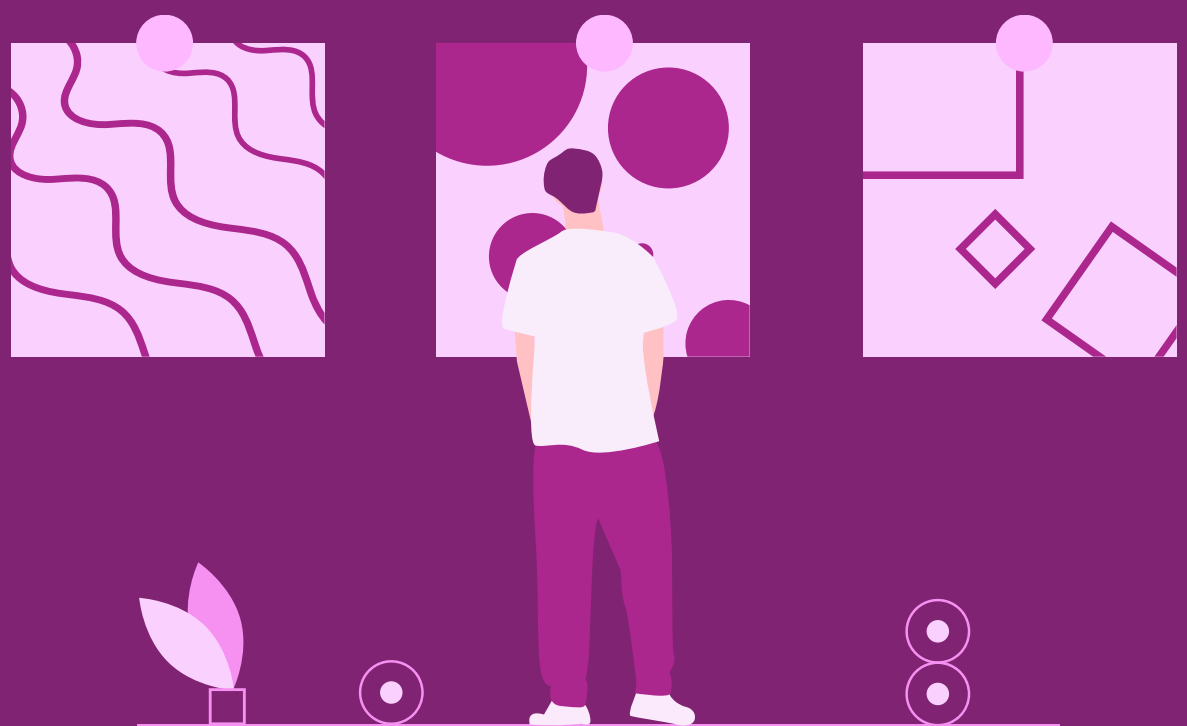
- Research participant

Consistency

Colleagues struggle to understand and talk about change when there are conflicting messages.

People use different terms to describe similar ways of working across Co-op.

Colleagues need consistency so that they can work together effectively.

"The Co-op has too many competing priorities which doesn't help with collaboration. You're competing for budget. I want to spend time on my thing, not yours"

- Research participant

Transparency

Colleagues don't know why change is happening and what is expected of them.

When leaders are transparent about what's happening, it helps people to commit to delivering business outcomes.

Colleagues need to feel safe to ask questions and say what they think.

"We need to be comfortable that we're allowed to tell the truth and not be perfect."

- Research participant

Relevance

Industry examples can be hard to translate into action at Co-op

Seeing case study examples of how models work at Co-op gives people faith that it could work for them.

"We were able to come away and look at what we do – try to shift that mindset which is incredibly difficult. Everything you've ever known and believe to be your bible suddenly didn't apply anymore so it's a challenge to change the way you think about it – you have to adapt and change."

- Research participant

Time

Colleagues and leaders do not have time to take a step back from delivery and think about what might not be working and what could change.

They need time to reflect and practice their new skills and techniques.

"It's so important to learn together as a team. Having time to reflect and support each other makes our work better and me happier too."

- Research participant

co op