

The HR Director of Fujitsu UK & Ireland on How to Read the Dominant Mindset of An Organisation and How to Shift It

The dominant mindset

Every organisation has a dominant mindset, whether it has been consciously created or not, which impacts every aspect within it and can make the difference between the organisation's and its individuals' success or failure. A dominant mindset can typically be defined as a habitual or characteristic mental attitude that determines how to interpret and respond to situations and needs to have a clear owner – as does the business strategy, sales targets and financial indicators.

The challenge for any organisation is first to identify its dominant mindset, understand the factors that created it, then make a deliberate decision to shift it. Shifting a dominant mindset begins with taking control of the dominant narratives in the business, reinforcing positive habits and behaviours and presenting a compelling alternative to pre-conceived ideas.

In times of difficulty, when workforces feel apathy and negativity, identifying and changing the dominant mindset can

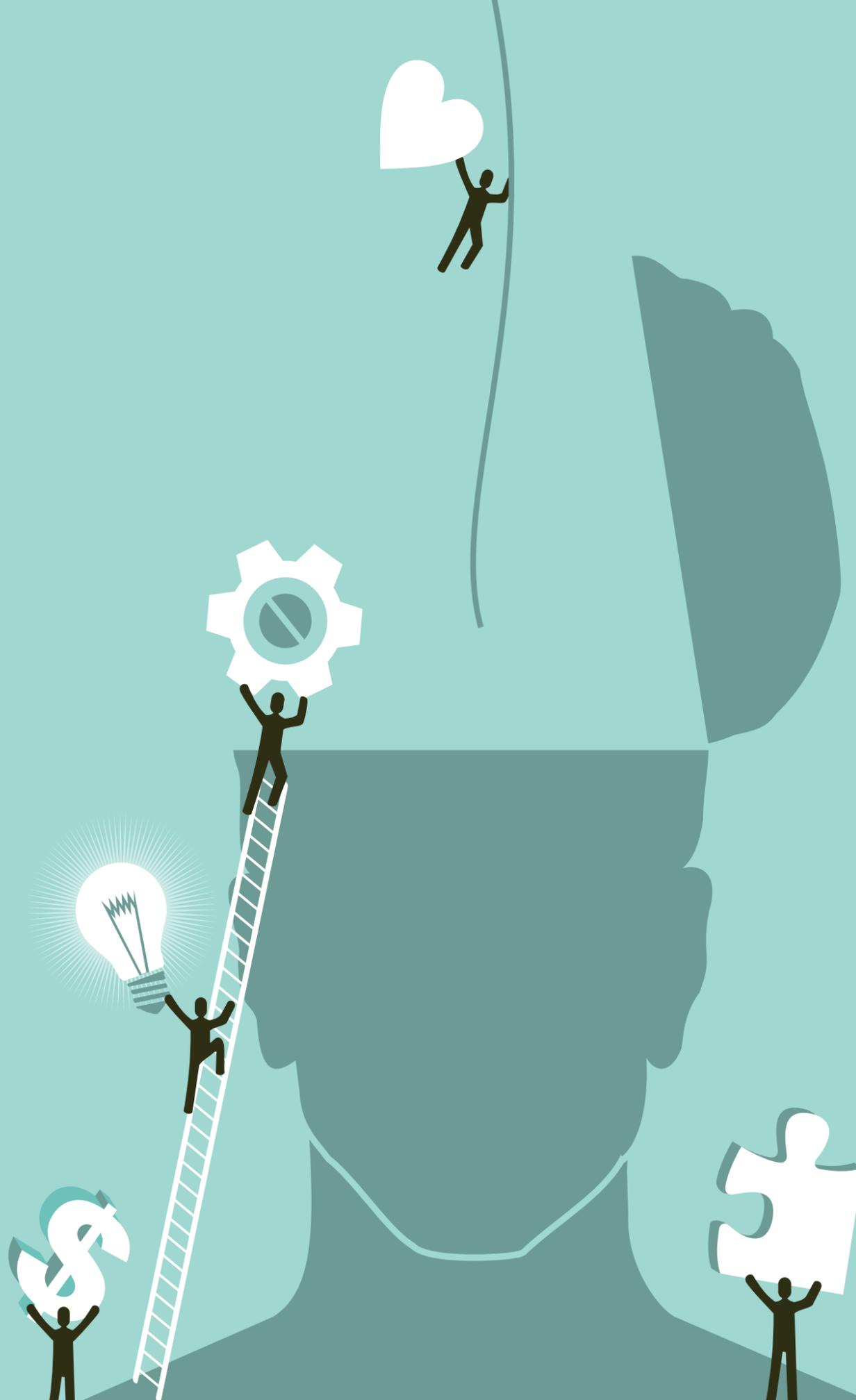
actually improve business performance and rebuild trust and credibility.

It is possible to 'read' the mindset of your business by assessing measurable factors such as trust in the Leadership, individuals' engagement in their work and how enabled your people are to perform in their role. If someone doesn't 'own' or take responsibility for driving the mindset of the organisation, it will drift and undermine efforts to succeed. The narrative and stories that are told within its culture can be the difference between those organisations that are highly motivated and agile, and those that are not. In particular, those organisations that have been through tough times, need to work harder to shift the dominant mindset and establish a set of narratives that are compelling and motivating.

The methods and toolsets we have found to be effective focus on using the opportunities created by the digital realm. They also acknowledge the power of working new ideas from the bottom up, as well as the top down, and those that work best are ideas that possess 'generative' qualities.

THE IDEA

When an organisation has gone through tough times it requires a shift in its dominant collective mindset. Workforce apathy and negativity can be turned into positive engagement and creativity to improve business performance and rebuild trust and credibility.



How I did it...

This article is based on the work and experiences of Ella Bennett who has been HR Director of Fujitsu UK & Ireland since 2009. It contains practical tools and approaches that Leaders can use to assess and improve the mindset of their business to shift its culture and business performance.

During Ella's tenure, Fujitsu has turned around the dominant mindset of its business, seeing a 12% increase in employee engagement

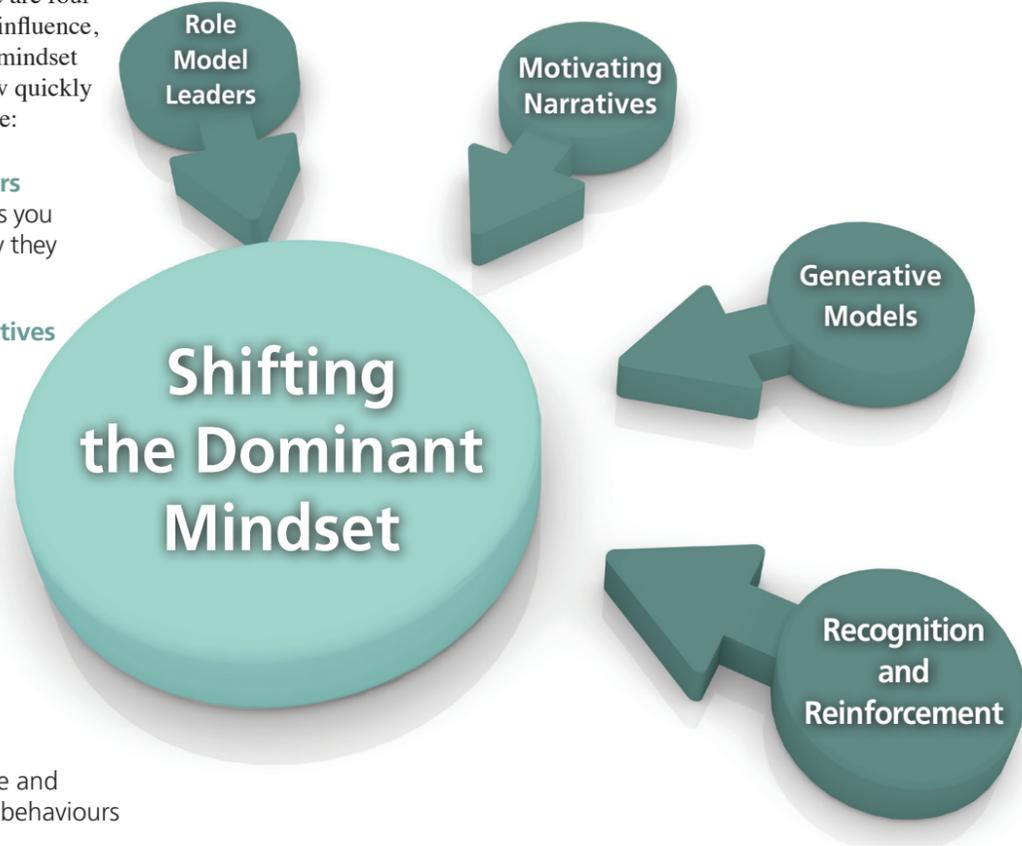
over the past three years in employee engagement score (in the staff survey) in each of the past 3 years, has been nominated for several awards relating to people and change, and has recently been awarded Investors in People Gold standard and the CIPD Award 2012 Building HR Capability.

Ella was also the driving force behind the company's lean-based approach to continuous improvement in a service environment.



We have found that there are four primary factors you can influence, that will most affect the mindset of your business and how quickly you can shift it. These are:

- 1 Role Model Leaders**
The types of Leaders you choose and the way they behave
- 2 Motivating Narratives**
The narrative you create about your business for your people
- 3 Generative Models**
The way you inject new skills and abilities in your workforce
- 4 Recognition and Reinforcement**
How you recognise and reward the 'right' behaviours



With an overall 12% increase in employee engagement (and up to 22% increase in some business areas) Fujitsu is now seeing year on year growth of 25%, with 10% growth in orders placed and an increase in return on sales from 4.3% to 5.8%.

Drift or Drive?

This is a story about finding and using points of influence to quickly shift the mindset of the organisation. Our business didn't have the luxury of time, large cash reserves, a premium brand or the budgets to launch expensive programmes. We needed to find some specific elements we could control and influence to have maximum impact in the wider business, as quickly as possible.

When I took over the role of HR Director at Fujitsu in 2009, the global economic recession had taken hold. The IT market place was becoming more and more competitive, and the nature of outsourcing – Fujitsu's traditional heartland – was changing. The mega-deals Fujitsu had been successful at winning were becoming fewer and further between, with customers' buying preferences shifting towards smaller contracts, over shorter timeframes. This meant Fujitsu had to change too, and the change impacted everything from the company's strategy, to its portfolio of products and services, and the profile of its workforce.

Over the past 30 years Fujitsu had won some large-scale outsourcing business. As such, the company had acquired large numbers of employees, transferred into the business. This meant that the company was made up of many different cultures, blending facets from the public and private sectors. As Fujitsu sought to address the impact of recession, it was clear that we needed to harmonise these cultures to ensure that we could confront the challenges of the economic crisis as a unified organisation with a cohesive culture and mindset.

Mindset as a Point of Leverage

Donella Meadows, a scientist and systems analyst focused on environmental limits to economic growth, proposed a scale of places to intervene in a system. Meadows started with the observation that there are levers, or places within a complex system (such as a firm, a city, an economy, a living being, a business) where a "small shift in one thing can produce big changes in everything". In her essay

"Nine Places to Intervene in a System", Meadows grabbed people's attention by rating "numbers" lowest. These numbers, according to Meadows —the subsidies, taxes, and standards that policymakers usually focus on to modify behaviour—are rarely as effective as people imagine. Number one on Meadows' list—the highest leverage point—is "the mindset or paradigm out of which the system arises."

ARE YOU DRIFTING OR DRIVING?

We have defined two directions that the mindset of a business travels in: Either drifting towards decline or driving towards new possibilities. Consider the chart below. What symptoms do you see in your business? Is the mindset of your organisation drifting towards stagnation or driving towards achieving its goals?

« Drift Drive »

Drift

- Lack of trust in Leadership
- Unclear or unconvincing vision and strategy
- Poor levels of engagement in activities 'beyond the day job'
- People feel they are under-rewarded – as the primary reason for work is pay

Drive

- Employees have a clear understanding of the business's vision and strategy and what it means to them
- High level of involvement and engagement in organisational events, campaigns and other activities
- Clear line of sight from individual performance measures to organisational goals

Impact of Drift

- Increasing staff attrition
- Lower profitability due to poor productivity
- Unclear or unconvincing vision and strategy
- Poor levels of engagement in activities 'in and beyond the day job'
- A sense of 'shrinking' to core skills and lack of mobility

Impact of Drive

- Recognition internally and externally that your business is a great place to work
- Consistent and continuously building narratives in communications
- Frequent internal promotions and moves around the business as employees have the confidence and support to stretch to new roles

How I did it...

ROLE MODEL LEADERS

Our starting point was with the Leadership team and the behaviours they exhibit. We wanted our Leaders to role model the ways of working and the mindset we wanted to promote.

During our journey we have found that Leaders who exhibit and role model the following qualities will most help drive a change in mindset in the business:

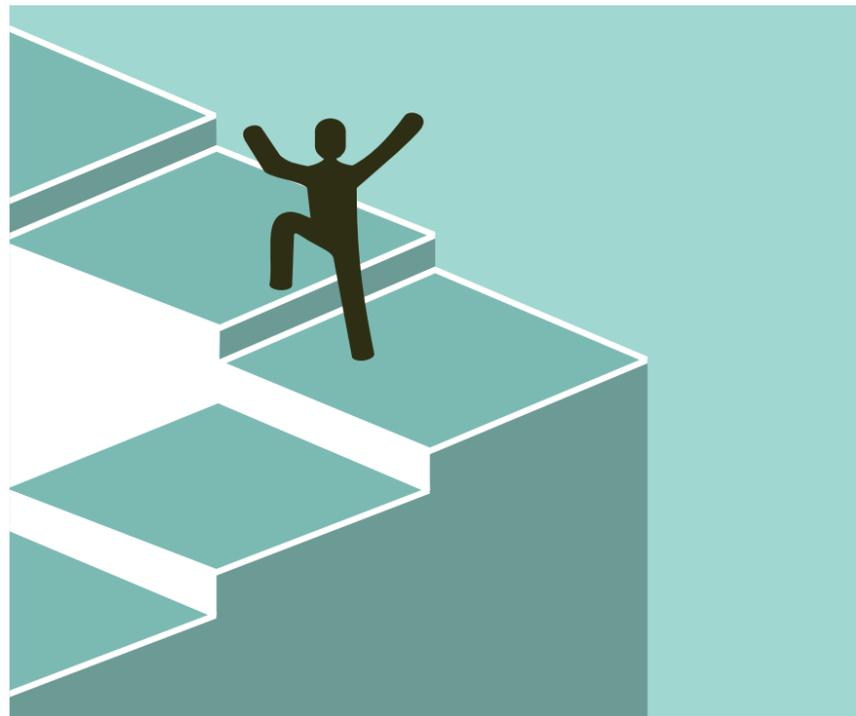
- **Visible ambition.** Leaders need to visibly demonstrate that they believe that the business can change and can realise its goal, and that they are passionate about the people who work there.
- **Willingness to demonstrate the right behaviours.** Changing a mindset starts with changing behaviours and Leaders need to know, use and encourage these new behaviours in their work and within their teams.
- **Communicate continuously and consistently through multiple channels.** In business, corporate messages are easily drowned out amongst the mass of communication your people receive. The more communication can be personalised and delivered personally the better. Leaders should be comfortable to use as many channels as possible and ensure they stay on message.
- **Be firm and have authority.** At points of change it is vital to have Leaders that inspire confidence. When decisions need to be made, they should be made thoughtfully, but decisively and Leaders must be prepared to hold the line on new ways of working.
- **Have the ability to sense** when things need to change and have the confidence to change them.
- **Have difficult conversations.** This doesn't come naturally to everyone, even experienced Leaders. Along the way it is always necessary to have difficult conversations at all levels within the business.



Start telling stories in the business that continually reinforce the objectives, strategy and desired mindset

We wanted our Leadership team to become comfortable with these principles and start telling stories in the business that continually reinforce the business objectives, strategy and desired mindset. Stories about client wins, great team work, individual successes powerfully brought to life a future state for business teams. To reinforce the right mindset, Leaders' rewards were linked to the behaviours and attributes that we wanted to encourage and acknowledge. We made sure we took the time to thank our Leaders and encouraged them to do the same with their people.

At Fujitsu, we primarily focused on developing the Leaders already within our business and the rising stars who had the potential to become our future Leaders. We wanted to create a population of role model Leaders throughout the business, not just at the most senior levels. We needed to make a shift from mainly deep technical expertise to developing Leaders with broad experience and having a results-driven and client-centric focus. We also ensured that we designed programmes that involved current and future Leaders as coaches and mentors.



Developing Role Model Leaders

Our Leading the Business programme was a personalised series of development activities, coaching led and tailored for each individual. It encouraged business Leaders to ask themselves the question, "Why would anyone want to be led by me?".

We began by working with the Top 100 Leaders in the business, providing them with the skills and tools they would need to become the right kind of role model for our organisation. Leading the Business was part of creating a distinctive and differentiating culture that is compelling to staff and customers and ensures that our Leaders are engaged and supported as individuals. We also recognised that different types of Leadership are required at different phases of the journey. We wanted our Leaders to be able to sense what type of approach is needed when - and have the ability to turn the dial up or down in a range of styles to



We wanted our leaders to be able to sense what type of approach is needed when and have the ability to turn the dial up or down in a range of styles to suit the situation

suit the situation. We focused on building the right team, with people that are both passionate and who have or can develop knowledge and understanding of what the business and its client needs.

Symbolic acts can be used to demonstrate commitment to the company's values, right from the top of the organisation. The founder of McDonald's famously went into the car-park of a local branch and picked up litter, to demonstrate how important it was to McDonald's to have a clean and environmentally aware establishment and that this value is important at every level and to every person in the organisation.

We have seen similar symbolism within Fujitsu, with our commitment to collaboration and openness demonstrated through making our Executive floor, previously

only accessible to Executives, open plan and accessible to anyone in the company. Becoming a great employer of people means providing a way of interacting with them directly, which is evident in the regular online discussions hosted on our intranet. These usually have one or two Executive hosts and are structured so that anyone in the company can join the discussion and have their say. This is something that previously would not have been available and its use and popularity are symbolic of the openness and approachability of the Leadership team.

In another example, to create a two-way 'conversation' between our people and the senior Leadership, we actively role-modelled regular tweeting by our executives and other Leaders. This quickly took off, and our CEO has several thousand 'followers' with staff regularly entering to dialogue with him on a wide range of topics.

Embedding a positive mindset in future Leaders

Our Talent programme develops the future Leaders of our business - ensuring that they will already be exhibiting the right behaviours and skills when their time comes. We made sure that keeping and nurturing talent was a top priority. It's cheaper than external recruitment, builds deep capability, improves morale, and makes Fujitsu attractive as an employer.

Even when times were tough, we made sure we continued to invest in our talent population. The Head of Talent directly reports to me and has a regular voice at the Executive Board. Our Talent is well known is well known across the business, so they can be utilised in stretching and challenging roles.



How I did it...

MOTIVATING NARRATIVES

Narrative plays an important role in an organisation's mindset. Having a compelling story about what the organisation is trying to achieve and why, is vital in workforce engagement. A narrative does exist about the business, within the business, whether it has been deliberately created or not. In our experience, the challenge is to shape the narrative to be helpful and reinforce change.

To help shift the organisational mindset, we are developing our people to become a business of storytellers. Not the 'once upon a time' type, but versed in narrative techniques and able to bring communication alive through metaphor and personal examples.

1 Get it On A Page: With a new CEO in place we quickly defined a strategy to grow our business that was easy to communicate and understand.

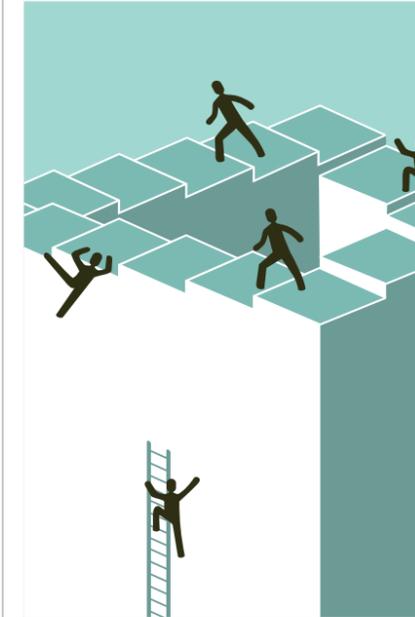
Our CEO has several thousand 'followers' with staff regularly entering in dialogue with him on a wide range of topics

It was based around four core pillars, which were: People, Clients, Results and Society. To make our new Leadership team visible, and clear and consistent about the vision and direction of our business, we tasked our executive Leaders with personally sharing the strategy with different parts of our business that they normally operate in.

These roadshows brought our Leadership team face-to-face with people from across our entire workforce to communicate our 'simple strategy' over a period of six weeks.

2 Bring it to life: We embedded Roadshows as a way of engaging people at their local offices throughout the region, with members of the Executive Leadership Team sharing and discussing the mid-term strategy with all employees. Members of the Executive team were coached and supported in the way they communicated and used personal stories to bring the material to life. The roadshows became hugely popular. They were highly interactive, with infographics to visualise the strategy and group exercises to involve employees in defining the actions they will take to help implement the strategy. More than 4000 employees attended at least one roadshow.

3 Teach It: With the strategy in motion, we had to start re-building trust and confidence that our people believe we can, as a business, actually achieve it. This was about changing the narrative within our teams about 'what we do' and 'the way we do it'. It is easy to ask questions that find areas of discontent, poor feedback and failings – but this does not mean that stories of great success, extraordinary commitment and new discoveries aren't out there. Or as one great storyteller put it: "Reflect upon your present blessings, of which every man has many, not on your past misfortunes, of which all men have some" - Charles Dickens. We set out to find these stories of excellence and communicate them widely through the art of Storytelling. We developed a new training initiative working with writers and actors to teach Storytelling as a core skill, initially for our Leadership and Talent populations who would act as ambassadors. We then made sure that this knowledge was quickly put into practice in the wider business by launching a campaign, called 'Our Stories',



aimed to discover Fujitsu on its 'best day', and have these positive stories told and re-told throughout the business.

People were invited to enter personal or team success stories in our online collaboration tool; These were stories with positive impact that would inspire all employees

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KEY PRINCIPLES OF USING A STORY IN THE BUSINESS TO SHIFT MINDSETS

1. Get it On A Page

Start with a clear vision and a strategy – one that fits 'on a page' and that can be explained to anybody in the business. Many business strategies are either too complex or too far removed from day-to-day work life and become meaningless to most employees. A great strategy should be describable in a few sentences – and certainly on a single page.

2. Bring it to life

Take it out to the workforce through multiple channels: events, face-to-face meetings, videos, animation, visual graphics and engage your people in conversation about what this means to them. Start building the bank of stories that reinforce and support the changes required. Ask Leaders to share their experiences and encourage the wider workforce to do the same.

3. Teach it

Although we are all natural storytellers – think of how we describe a new experience we have had to a friend or how we teach a child a new skill. However, people often find it difficult to bring these techniques into the way they communicate at work. Teach the art of storytelling: introduce simple narrative structures, how to use analogy and how to present your 'stories' in a compelling way. Then build in ways that specifically encourage people to use these techniques in the way they communicate.

4. Co-create It

The narrative of the business isn't static – it continually grows with the work people do and the experiences they have. Continue to find ways to promote the sharing of knowledge and best practice through storytelling, linked to the core elements of the business strategy.

Why Storytelling?

Generally, we take stories lightly, hence the dismissive expression, 'it's only a story'. In fact, stories and storytelling are a significant part of our lives and always have been. The limbic part of our brain is the so-called emotional brain, which exerts a strong influence on our decision-making and behaviour. It records memories of behaviours that produced agreeable and disagreeable experiences, so it is responsible for what are called emotions in human be-

ings. The limbic brain is the seat of the value judgments that we make, often unconsciously, that exert a strong influence on our behaviour and our state of mind.

One remarkable characteristic of spoken stories is that they actually synchronise the brains of the speaker and the listener. If the listener is following the speaker's story, their brain activity will become almost synchronous. If the listener, however, fails to comprehend

what the speaker is trying to communicate, their brain patterns decouple.

When people talk of winning hearts and minds, this is the part of the brain where the 'heart-winning' is done. People find information easier to understand and process when communicated as a 'story' – as our brains learn better from specific examples and analogies than from abstract information.

How I did it...

and help others achieve similar results or stories to show how value can be added to the business and performance improved. Stories were tagged under the main strategic focus areas (People, Clients, Results, Society) and they were available for a certain period for voting. The best stories in each category were shortlisted for an award. Over a third of the organisation (more than 3,000 people) participated in the campaign. An award ceremony was held with winners in each category announced to the organisation.

This was the first time employees' work and achievements had been shared and celebrated in such a wide reaching and engaging way. To keep the story generation and sharing alive, an online Speakers Corner was developed to feature a story from the library every month, and provide an archive of all the submitted stories. In addition, the Our Stories winners have become ambassadors for inspiring storytelling, encouraging their colleagues to keep sharing their valuable experiences. Since then, Our Stories has become an ongoing institution with an awards ceremony twice a year.

4 Co-create It: We were starting to see the results of our changing mindset. Profitability had turned a corner and we were beginning to win some big projects within new clients. The story in the media was also beginning to shift, focusing on our innovation and boldness in the market.

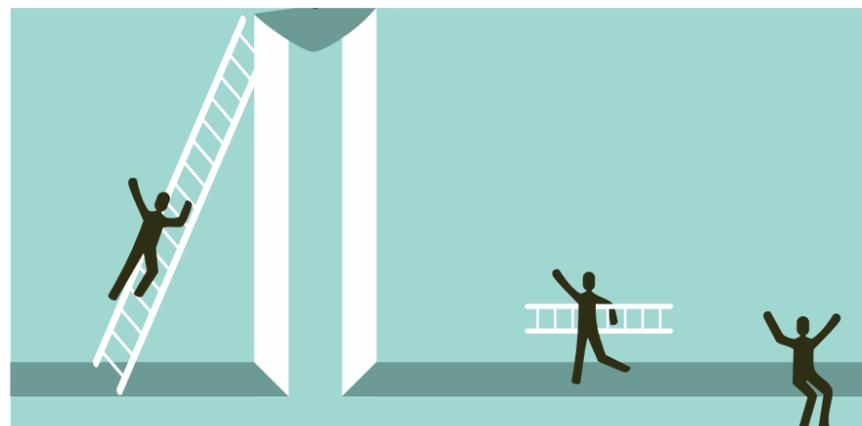
The next step was to use this momentum to accelerate our transformation. New technology such as social media platforms and interactive mobile devices means that it is much easier to focus large groups of people on contributing ideas

and effort to a single goal. I set our business the challenge of defining what the next 3 years should look like for us – asking what kind of business they wanted to be part of building – and what would be their contribution to it.

Under the campaign title: 'Keep Shaping Our Tomorrow' we invited people to participate in a series of virtual and physical events and 'pop-up' workshops throughout the region. A specific set of questions were set, relating to each of the four strategic priorities which asked everyone to explore what Fujitsu could look like in three



Profitability had turned a corner and the story in the media was also beginning to shift



years time – and what the organisation and individuals needed to start doing to get there. Teams were set a specific exercise, to enable them to self-facilitate sessions in their lunch-hours and within team meetings and documented their ideas directly into our in-house social media platform. Over the course of 6 weeks, more than 5,000 (over 50% of the business) had participated in a pop-up workshop and shared their ideas. Subsequently, common ideas were synthesised and implemented as part of our overall transformation work. Those ideas that could be individually taken forwards were done so within teams and business areas – and recognised regularly within the wider organisation.

Throughout this, I found that it's often not so much that our people were disengaged (although our survey scores suggested they were); it was that they simply didn't know what to engage in to help change the business and make it successful. By putting a simple mechanism in place, and allowing our existing technology to enable thousands of people to contribute brought focus to how we engaged and visibly shifted behaviours within the business.

GENERATIVE MODELS

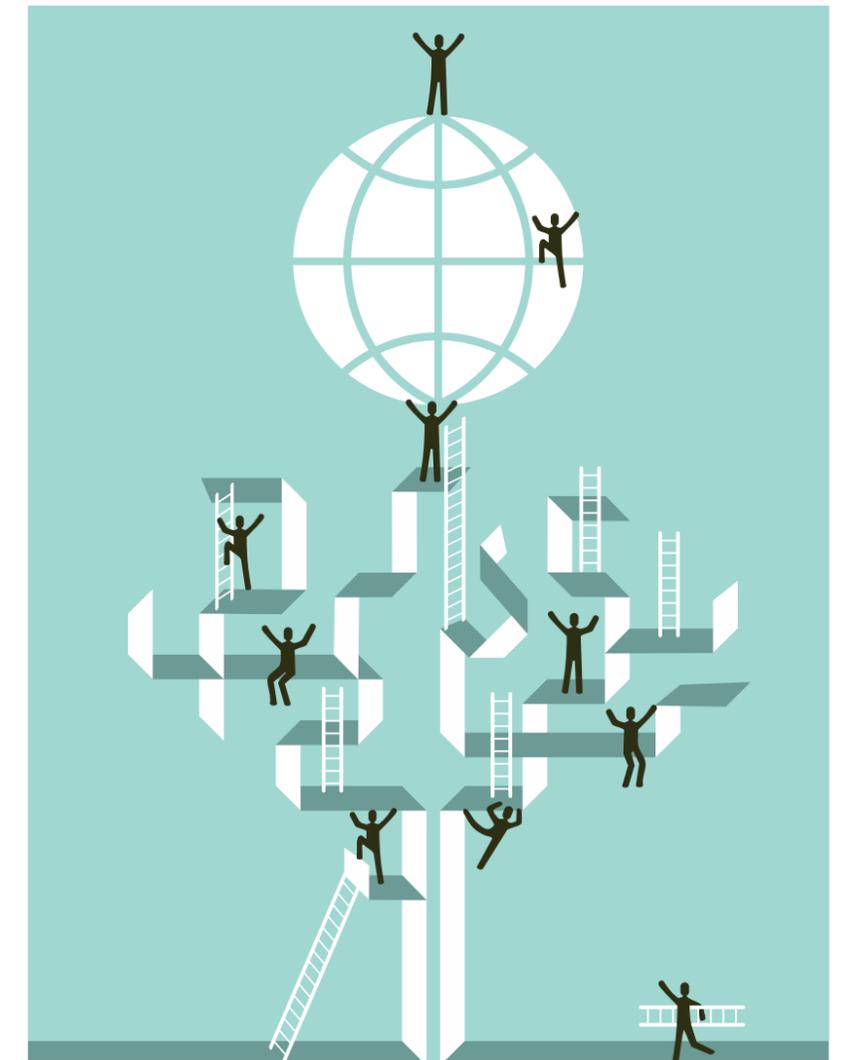
Changing an organisational mindset will most likely require a change in the usual habits or ways of working within the business. We have found that as the organisation responds to different types of clients in a changing market or to delivering a new set of services, its ability to deliver with confidence and quality depends on how you build these new capabilities within the business.

It is not possible to control a complex organisation with a command and control system, and for that the organisation to be able to change on a dime, be agile, as well as motivated. In a time of confusion, we found that providing people with a simple set of guiding principles (we call them 'House Rules') was a foundation for informed decision making and gave our people a clear direction in terms of what was needed to turn our business around.

Providing language, toolkits and methods that enable people to make tactical decisions within their domain of control, and enabled our people to pull in the same direction without bureaucratic overkill. Implementing principles and tools from Lean was fundamental to our transformation. Initially it provided a new and consistent way of working across our service teams that focused on reducing waste, removing cost and unnecessary activities. As we became more experienced with Lean principles, we have found that Lean essentially becomes about a mindset of continuous improvement, with a set of tools to deliver this. We have focused on embedding Lean in everything we do, using role models, storytelling and recognition, as it is such a powerful way of transforming a service-oriented organisation.

Using Ambassadors

We have found that two of the most effective methods for deploying genera-



tive models that build ability is through using ambassadors of these new skills or approaches, and providing a platform of generative toolkits that people can use within their work.

At the heart of our strategy was a recognition that we needed to become more customer-centric. To organise our business around customer needs, not around the services and products we offer. We saw that we could apply the tools and techniques from the Toyota Production System within manufacturing (Lean) as an approach (with some adjustment) for our services business to become more customer-centric in the way we work.

To build momentum for us to adopt these

tools as a new way of working, we used a combination of finding areas of the business with big opportunities for a Focused Improvement in efficiency or quality and by training and deploying 'lean experts' within key areas of the business already performing well, that would adopt these tools to form a mindset of Continuous Improvement.

We worked simultaneously at all levels of the business, creating role model Leaders by demonstrating to them the power of the approach. We were able to quickly scale up the adoption of Lean through 'lean experts' deployed in key areas of the business.

How I did it...

RECOGNITION AND REINFORCEMENT

As a business, we had to focus on winning new contracts in a different market sector, massively improving service delivery and really starting to demonstrate 'customer-centric' behaviour – rather than working in silo'd business areas. Our measurement and reward approach was not designed or aligned to support this change. To influence the mindset of the business, people need to see clearly that the 'new world' is worth it for them personally. We have found that this is primarily a combination of the way you performance manage and the way you recognise the behaviours and results, you need to:

1. *Have a clear line of sight*
2. *Recognise regularly and ad-hoc*

One of our immediate priorities was to ensure the way we performance managed our people promoted the shift in mindset and behaviours we needed. Studies have shown that an organisa-

tion is four times more likely to be successful if it links incentives to performance targets. We launched a new performance management approach, Performance First, to ensure every individual's role, objectives and performance measures were directly linked to our business strategy. We have linked reward to performance targets, by linking Sharing in Success to one of our KPIs, Operating Profit. We also applied the role modeling and storytelling approach with simple, clear stories to ensure it was understood and used. The portal our people use to access their performance management information has stories of individual and team excellence from across business. We have found that by cascading the overall business targets within the strategy throughout the organisation we were able, for every individual, to define a set of targets and measures directly aligned to the overall business strategy. Alongside aligning pay closely to individual performance, our STARS reward system means we can recognise when people have gone above and beyond the remit of their day jobs.

To influence the mindset of the business, people need to see clearly that the 'new world' is worth it for them personally



Recognise & Reinforce

1 Have a clear line of sight: Performance management is a powerful tool in reinforcing the right kinds of behaviours in the business. However, many staff metrics are simply not aligned to the business strategy and so it is unclear for individuals how to contribute and the difference their work makes.

2 Recognise regularly and ad-hoc: To encourage and to continually promote a change in mindset it is important to recognise and reward not just excellent or outstanding performance, but the small differences your people make. Establish a number of opportunities for the organisation to recognise its stars and role models both through regular programmes and also with ad-hoc 'surprise' recognition. What is being rewarded and the way people are rewarded in the business essentially communicates what is important to the organisation at that time. This messaging defines whether the focus is on sales generation or cost reduction, collaboration or deep expertise.

In line with our commitment to become a great employer of people, we have put real focus on the importance of the Engagement and Enablement survey, with a percentage of the Leadership Team's bonuses linked to the outcome of this survey. This indicates to our employees just how seriously this survey is taken, adding to and reinforcing the compelling narrative.

Creating a ripple effect

In a budget constrained business, we wanted to create a ripple effect throughout the business by placing influential change agents at points of highest leverage. In this way, a large number of changing forces could be used simultaneously, without destabilising the business. We have found this to be most powerful if it is embedded as a way of working. By creating ambassadors, champions and influencers around the business we were able to call on those individuals again, once the attention has moved on to other areas.

When selecting role models, we looked for people with large personal networks within the business, outside of the usual chains of command and those people others already admire.

We worked with these people to provide platforms for them to share their approach and results more openly. Talent Pools are an excellent place to find and create ambassadors for new ways of working. Talent Pools are groups of employees who show a combination of high performance and high potential to become future Leaders in the business. 'Talent' often moves quickly around the business. By teaching these individuals how to use new skills such as Lean Thinking, Storytelling or using new technologies and tasking them to share this knowledge with others, the roll-out of new ways of working is accelerated.

Just as a wave in the ocean is directed by the currents underneath, the ripple effect you create can be amplified by the resources you support it with. We created an engaging and interactive knowledge base, and a social media platform for online discussions amongst communities around specific new products, services skills or technologies that makes learning and knowledge present at the point it is needed – in the workplace.

Supporting the ripple effect

To support the 'ripple effect', we created a library of core tools and techniques that could be quickly understood and applied within our business and built an interactive online tool that utilised the 70:20:10 principle to bring Lean to life in the workplace through a 3D virtual Fujitsu office.

We subsequently applied Lean as a way of working and thinking throughout the HR function to improve customer service, save costs and improve processes. The results speak for themselves:

- £4 million saved in year – equivalent to the original 3 year target
- 90% of calls to HR Service Desk resolved within 24 hours
- Increased all staff survey engagement levels to 80% in 2013, from 58% in 2011
- 70% of all training now delivered internally – improved quality and reduced cost
- Recruitment costs have reduced and time to recruit halved
- More HR promotions in subsequent 12 months than in preceding 3 years. Employee satisfaction increased by 10%.



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What I've learned

If I were to start over again I would want to keep in mind two main points. Firstly, influencing the dominant mindset of the organisation in a meaningful way takes longer than you think. We are four years into our journey and it is a building process. You have to spend the time to put the right foundations in place first.

Secondly, no matter what you do you can only get so many people to engage in each activity. You have to keep going and keep trying different channels and methods. You cannot reach everybody with everything.

It has been an immensely rewarding journey for me and for Fujitsu so far. We are building a platform for long-term growth and engagement within our business and we are already seeing the results.

How to Shift the Dominant Mindset in your Organisation

Shift the language, habits and behaviours to new ways of working:

- Establish Leaders who are Role Models outside of the chains of command
- Enable Motivating Narratives and use these continuously in communications to bring ideas to life in a meaningful and memorable way
- Provide Generative Models that build Ability through toolkits and method sets
- Ensure Reinforcement through Recognition and a Culture of plausible feedback within the system

By embedding these principles in everything you do, you can take control of the Narratives and Language within your organisation and establish a bias for success at every level.

How I did it...



Ella, currently responsible for an HR function of 200, is a key member of the Fujitsu leadership team sitting on the UK-based executive as well as being part of the Japan-based Global HR Group.

Ella sees it as her personal mission to harnesses the skills and talents of all employees, believing a sustainable business can only succeed through its people and how it interacts with society in general. It is how the people are led and how the organisation positions itself that makes the difference between success and failure.

In her role as HR Director Ella practices what she preaches. The current economic and business climate presents many opportunities and challenges; Ella's leadership style has helped her staff, and the business as a whole, approach these in an engaged and meaningful way, encouraging feedback and learning at every step. Recently Ella and her team have been involved in activities as diverse as the integration of disparate businesses into a homo-

geneous region, the development of a critical talent improvement programme that has helped identify and retain the next generation of leaders, and establishing a company-wide approach to bolster staff engagement. Ella's fundamental reorganisation of her HR department to act as an integrated support function facilitating business growth and success was recognised in 2012 by the CIPD award for Building HR Capability.

Ella was also the driving force behind the company's lean-based approach to continuous improvement in a service environment. This approach, which encourages and allows people to take responsibility for resolving problems and issues as they arise, really demonstrates the powerful combination of transformational leadership and trust.



Fujitsu is one of the world's top three leading providers of information technology (ICT) and business solutions, operating in more than 70 countries. With over 185,000 employees worldwide and by investing more than \$2 billion a year in applied R&D, the organisation is focused on using the power of ICT to shape the future of society with its customers. Fujitsu UK & Ireland provides mission critical services supporting major private, public and government organisations; its 12,000 employees generate annual revenues in the region of £2bn. By providing a complete portfolio of products, solutions and services for customers around the world, from enabling airline bookings and on-line transactions through to high street shopping and much more besides, Fujitsu touches the lives of millions of people every day. Fujitsu is also a major tax contributor, and the largest Japanese employer in the UK & Ireland.

