



## Capita - British Army Recruitment Group

### What gets measured is treasured

Via a partnership with the British Army and Capita, Recruitment Group (RG) delivers Regular, Officer and Reserve recruitment via a joint military and civilian team of 1200 colleagues. Since her appointment as CEO of RG in 2018, Cath Possamai has led a turnaround of the performance of this Capita division, working in partnership with her Army colleagues.

At the heart of this success story lies a commitment from Cath to build a high trust public/private sector partnership. To assess progress towards this goal, Cath used our unique Nine Habits leadership survey tool to measure the RG trust index.



Cath Possamai, CEO, Capita RG

In particular, Cath and her team were focussed on sustaining success having achieved 100% of the Army's recruitment targets in 2019. A commitment to improving inclusion and culture had enabled this success, including a focus on trust, so using the Nine Habits survey tool to measure sentiment at this stage in the Capita RG journey was vital to accelerate further progress.

**“Our Purpose of ‘Recruiting Tomorrow’s Army Today’ motivates us all, and keeps us on our path to our Vision of becoming ‘a world-class leader in Defence recruiting’.**

#### Establishing the current level of trust

The Nine Habits survey tool was first completed by the top 90 leaders in RG. The survey takes four minutes to complete and is powered by the Qualtrics software used by research teams around the world. The survey features the unique Nine Habits of Trust model created from six years of research at Aston Business School. By breaking trust down into nine practical habits, the model allows the abstract concept of trust to become tangible, practical and measurable.

**“We know how integral trust is to culture, and in turn to achieving results, so to have a way to measure trust levels has been invaluable.”**

Cath Possamai, CEO, Capita RG

## THE NINE HABITS OF TRUST FRAMEWORK

### ABILITY



### INTEGRITY



### BENEVOLENCE



Dr John Blakey delivered the results of the Nine Habits survey to the Capita RG senior leadership group via a virtual conference event. The survey results had been compared with the Trusted Executive benchmark that comprises thousands of responses from similar leadership teams across different sectors. Overall, the RG trust index score of 5.9/7 compared very well to the benchmark trust index of 5.6. The strongest habits in the leadership culture were the habits of being honest, being consistent and evangelising. Opportunities for further development related to being humble, coaching and delivery. Relative to the benchmark scores, the RG leadership team were exceptionally good at the habit of being open. The overall conclusion was that this was a culture that was very good at trust and had the opportunity to become 'world-class'.

### From good to great

Cath and her team then decided to extend the survey to all their staff (1,000+ in total). The leadership team wanted to check that their own view of reality matched that of colleagues and to identify any 'blind spots' or 'hidden strengths'.

The leadership team were pleasantly surprised that the all-staff results showed that they were much better at Habit No.9, choosing to be kind, than they had thought. However, the all-staff results also challenged the leadership team to be braver to speak out and challenge the status quo (Habit No.8).

**"We were delighted that our focus on trust was reflected in the results, but more importantly that the findings stretched us further, enabling increasingly open dialogue and empowering everyone to focus on their role in building trust across RG."**

Fiona Morden, Culture Engineer to RG Morden Solutions (UK) Ltd

**Being Kind** involves showing care, compassion and empathy to staff and clients, as well as expecting other team members to uphold this value.



### Food for thought

To drive more value from the survey, RG requested an extra question to be added – 'What one thing would you like to see happen to further build trust in this organisation?'

This action-oriented question generated over 250 suggestions from colleagues for next steps and follow-up actions. Armed with such a treasure trove of feedback, the team is developing a Year 2 plan to become world class trust-builders. This plan is based on an accurate diagnosis of the current reality using a scientifically verified model of trust.

In the new world of work, leaders will need to rely upon the power of trust rather than trusting in power. Teams that have a language to speak about and measure trust will secure a competitive advantage to attract the top talent, instil customer loyalty and safeguard their wider reputations.

**"Trust will continue to underpin how we operate, to strengthen our partnership, and to be at the heart of creating a sense of Belonging for our colleagues, and our candidates."**

Cath Possamai, CEO, Capita RG

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