



SUEZ Recycling and Recovery UK Preparing the Ground for Change with the Nine Habits of Trust



“10 years ago, when I took over as CEO in the UK, we started with three words, “No more waste”. This was our focus, and with clear vision, purpose and values we built a framework that has helped us to embed a culture of high trust.”

David Palmer-Jones, Group Senior Executive Vice President Recycling and Recovery Northern Europe at SUEZ.

During that time SUEZ UK has grown significantly through acquisition and organic activity and taken a leading role in championing the environment and how best to deal with our increasing environmental challenges.

Establishing the current level of trust

David Palmer-Jones first met Dr John Blakey author of 'The Trusted Executive' in 2017 when he was CEO of SUEZ recycling and recovery UK. David, who was recently promoted to a Group Senior Executive VP role, kindly agreed to be interviewed for John's doctoral research into trust.

David then invited John to share the Discovery Keynote and Trust Workshop with the SUEZ UK Senior Leadership Team to develop their understanding of trust and how it can contribute to real competitive and cultural advantage.

“The more I think about it, the more I realise that trust is fundamental; to all relationships. We can't have successful relationships without trust.”

David Palmer-Jones

Since 1988, SUEZ UK has been delivering innovative and environmentally responsible solutions to manage waste and water for customers – households, local authorities, and industry and commerce.

SUEZ UK is designing and implementing innovative ways to take on the four major challenges of the resource revolution:
Developing access to resources
Protecting resources
Optimising the use of resources
Producing new resources.

THE NINE HABITS OF TRUST FRAMEWORK

ABILITY



INTEGRITY



BENEVOLENCE



In preparation for the keynote delivered by Dr John Blakey, a Nine Habits leadership survey was carried out assessing SUEZ UK's leadership behaviours, benchmarking the results based upon the Trusted Executive Foundation's extensive empirical research. Each leader assessed their trust habits using the Nine Habits of Trust model. They then worked with the consultancy team to select which aspects of the customer journey would benefit the most from developing higher levels of trust.

“This is the power of the Trust model and related diagnostic tools; it raises themes to the surface using a common language that can then be used to inform and empower action to forward the business.”

Steve McCann, The Trusted Executive Foundation Consultancy Team

Preparing for Transformation

SUEZ UK has transformed over the last decade; moving from a business which was predominantly landfill to one which now diverts more than 90% of the waste it manages and puts it to good use.

Transformation is part of SUEZ UK's culture and in continually looking to improve its business, the Jigsaw Transformation Programme, was initiated to further enhance the customer experience.

The programme aimed to do so by freeing up capacity by: redesigning how work gets done; improving the efficiency and effectiveness of their process; and by redirecting the efforts of all its people towards the customer.

To achieve this, SUEZ UK believes that it is their people who are the ones best placed to identify and eliminate non-value activities from their processes and redesign them for the future. However, they appreciate that in order to do that, there is a need to create the right environment for change; trust being the key component to that.



Being Open goes beyond being honest; it involves speaking the truth and revealing some vulnerability to demonstrate trustworthiness.

The Trusted Executive was therefore asked to 'prepare the ground' by introducing the Journey of Trust to the first cohort of over 50 people who were involved in the first iteration of Jigsaw. They prepared a bespoke 'Trusted Change' workshop which brought together the Nine Habits of Trust

The project team's objectives were to raise awareness of trust, assess levels of trust across the project cohort and identify why and how trust is fundamental to the project's success.

The Trusted Change model was then linked to the SUEZ UK 'customer journey' to demonstrate how building trust into each step on this journey would further build SUEZ UK as a 'Trusted Brand'.



“We were keen to ensure that our Jigsaw transformation programme got off to the very best start possible. For us, this meant working with The Trusted Executive team to help explore the human elements of change, and from that, create an environment for change based on trust. I genuinely believe that the focus we gave to ‘trust’ contributed to the results we subsequently achieved.”

Dr Tracey Leghorn, HR Director and Project Sponsor

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