

# Yodel delivers a winning culture

New behaviours transform the carrier's business



# Mindset matters

**As the UK'S largest independent parcel carrier, Yodel delivers more than 190 million parcels per year. In a competitive market, Yodel's commitment to its customers is to deliver promises, not just parcels—but across the company, a growing share of employees were feeling disengaged and uninspired. Attrition and absence rates averaged 38% and 4.7%, respectively, which in turn impacted service performance and customer satisfaction.**

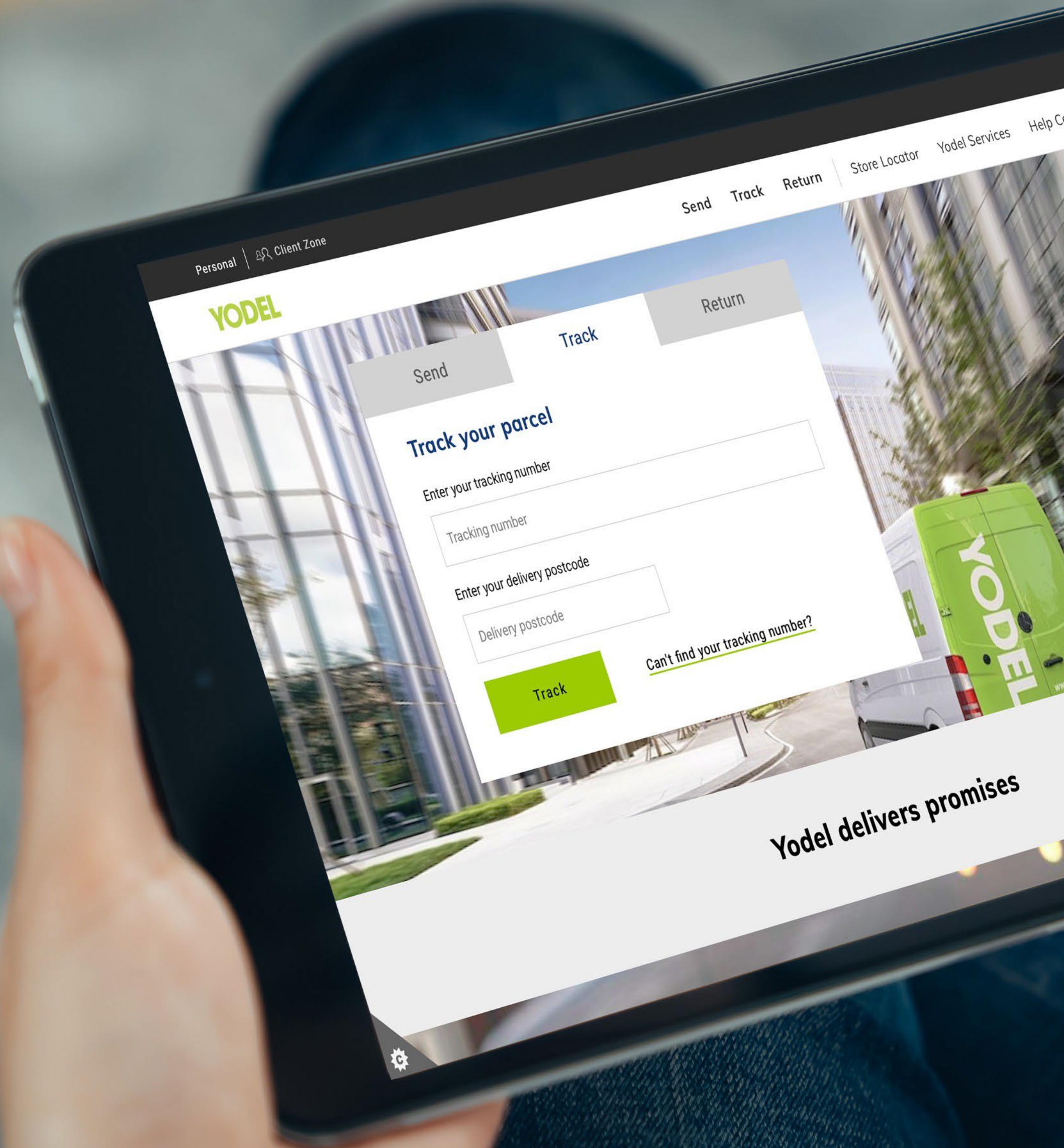
The numbers spoke volumes: There were opportunities to enhance the company's culture – to develop trust and encourage mutual respect as a means for maximizing every person's potential. Yodel were aware through surveys and focus groups that colleagues wanted to feel more empowered within their roles and feel more engaged in the running of the business.

Yodel understood that to better deliver on promises to its customers, it first had to deliver change for its

people—starting with a behavioral shift among its leaders. Yodel turned to Accenture to help transform its leadership approach to one of coaching and cooperation. Yodel needed to distribute people management responsibility more widely across the company so more people could become great decision makers. With that change, Yodel could create a positive cycle of reinforcement that would fuel continued growth and success.

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When tech meets human ingenuity



# Crafting a thriving culture

**To initiate this culture shift, Accenture and Yodel facilitated more agile ways of working by introducing three key practices. The first was daily standups in which leaders met with their teams and had conversations about day-to-day improvements. The second was holding weekly reviews in which teams gathered to assess performance and plan effectively. And the third was monthly retrospectives in which teams would carry forward one development objective into the next month.**

From there, the team devised and deployed a learning and development program to permanently embed the above practices into Yodel's operations. The program had three components: leadership development (two full-

day sessions), manager capability development (three full-day sessions) and intensive group coaching (six two-hour coaching sessions, held monthly for six months).

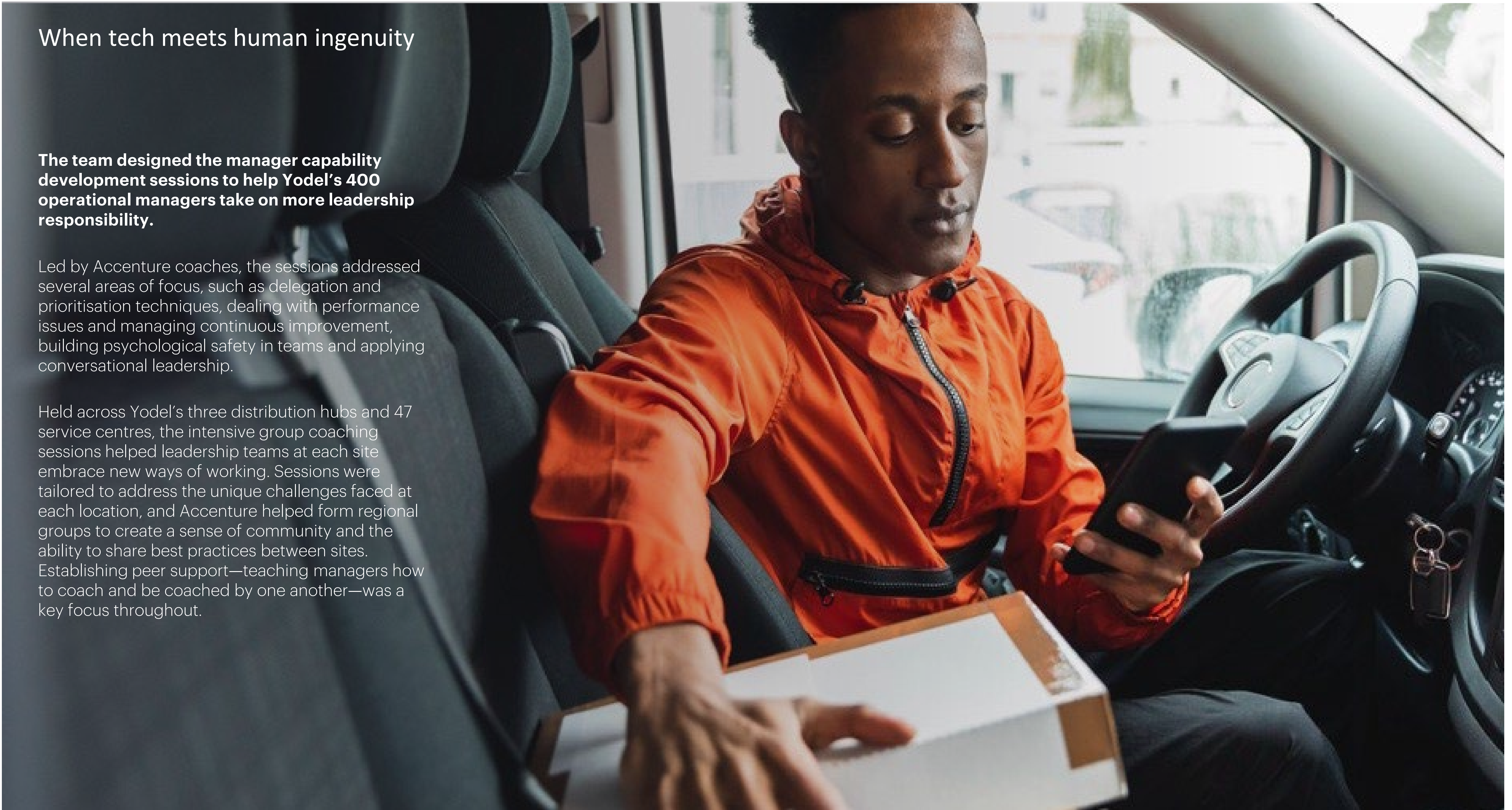
The goal of the leadership development sessions was to equip Yodel's senior operational leadership with the skills they needed to actively support and embed culture change throughout the company. The aim was to make each senior leader more of a coach.

## When tech meets human ingenuity

**The team designed the manager capability development sessions to help Yodel's 400 operational managers take on more leadership responsibility.**

Led by Accenture coaches, the sessions addressed several areas of focus, such as delegation and prioritisation techniques, dealing with performance issues and managing continuous improvement, building psychological safety in teams and applying conversational leadership.

Held across Yodel's three distribution hubs and 47 service centres, the intensive group coaching sessions helped leadership teams at each site embrace new ways of working. Sessions were tailored to address the unique challenges faced at each location, and Accenture helped form regional groups to create a sense of community and the ability to share best practices between sites. Establishing peer support—teaching managers how to coach and be coached by one another—was a key focus throughout.



A valuable difference

# Unlocking continuous improvement

**Accenture and Yodel worked together to deliver the program within a tight timeframe—just four months from inception to deployment, right before the carrier’s peak season. The team ran night-shift workshops and traveled between sites to deliver multiple sessions per day, working around staff schedules.**

The results surpassed the expectations of both employees and customers. The program transformed the way managers thought and operated, and subsequently how the workforce responded and put changes into practice. Managers developed the skills and confidence to have winning conversations, while staffers became empowered to suggest and try new ideas.

There are other reasons to smile, too. Yodel went from loss-making to profitable in two years, and its overall score on the independent employee review website Glassdoor rose from a 2.91 out of 5 to a 3.24. The company also saw a 35% reduction in annual voluntary turnover in three years, while absence rates dropped from 4.7% to 3.7%.

“We now help each other a hell of a lot and we have fun, too. We’ve got drivers with smiles on their faces,” said Yodel Chief Operating Officer Carl Moore. “There is now a feel-good factor across the entire network.”

**CARL MOORE**  
Yodel Chief Operating Officer



## A valuable difference

Customers noticed a difference as well. Yodel's score on the popular review platform Trustpilot almost doubled, while its customer satisfaction score reached a record high of 89.7%. Its Net Promoter Score (NPS), a customer loyalty metric, rose by 15.5 points.

"Introducing a more agile and connected style of leadership was key to becoming more centered on customers, creating cultural change, and turning our business around," "We kept things simple, turned managers into agile leaders, and got colleagues on board with new ways of working. The difference is incredible."

**MIKE HANCOX**  
Yodel CEO

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