

“The programme is enabling EDF to apply a common language of leadership across the company and is helping EDF to meet all of its ambitions. Both the development and rollout of the programme are bringing us together as one company, part of the sustainable culture change we aim to achieve.”

— EDF Executive

THE SITUATION

EDF Energy is one of the U.K.'s largest energy companies, employing nearly 13,000 people and generating, distributing, and supplying power to 7.8 million homes and businesses across London, the East of England, and the South East of England. Its rapid growth in the past several years, through acquisitions and mergers with other energy companies, has created a culturally diverse and geographically dispersed business.

EDF's top management established five “ambitions” relating to the company's key stakeholders to better align the organisation and drive improved results. One of the ambitions is “We want to be recognised as a learning business and a great place to work, so that our employees can be proud of their company.” Evidence from focus groups, stakeholder interviews, and employee surveys indicated that EDF had a long way to go in developing the leadership capability to shift to a “one company” culture fully engaging employees and achieving the ambition.

THE SOLUTION

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THE IMPACT

The proportion of EDF employees reporting satisfaction with the company has increased so far from 55 percent to 73 percent. Employees also rate their managers and supervisors as more effective in managing change, communicating effectively, being open and honest, listening to ideas and suggestions, and understanding their (the employees') motivations. Eighty percent said the programme improved their performance; it resulted in monetary savings for the company of £300-3,000 per employee. EDF estimates the programme's ROI conservatively at 230 percent.

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