

Lane Crawford



LANE CRAWFORD - THREE MONTHS OF REMOTE WORKING CASE STUDY

We've been supporting Lane Crawford - one of Asia's oldest and most respected luxury retailers - for a number of years as they progress with the development of a strong, 21st century-ready culture. Recently, due to the coronavirus outbreak, our focus for them has had to shift rapidly to support them through this time.

They quickly found that people simply could not 'remote work'. Not because of connectivity or tools - for most people, it just wasn't a skill for them. They are working in environments not designed to be productive, with a lack of connection and focus. Coupled with this, there was the real worry for their own, and their family's health.

They are a heavily office-based company, with a head office and then a number of stores across Asia - remote working is not something they have practically supported majorly in the past, despite having plenty of collaboration and remote working tools.

Our work started at the top - aligning the President with a series of key messages for the organisation, focusing on prioritisation of the main business-critical elements. We built a comms plan around him - ensuring visibility with as many people as possible.

This cascaded into his leadership team, who developed individual action plans to engage their teams in conversations about 'how to make it work'. They also agreed shared alignment principles that would keep them close and working together. We supported each one with an action plan that we coached them through and built in a series of tools that would give them the confidence to have the conversations with their direct reports and beyond.

We also needed to get people across the various regions (they have a large China presence, so languages were factored in) into a positive place. To do this we focused on two elements:

1. MANAGER-LED ACTIVITY THAT WE SUPPORTED THROUGH ONGOING ENGAGEMENT WITH THEM:

Webinar content, Calls with teams, Coaching teams, Team engagement toolkits, Ongoing content

2. DIRECT ORGANISATIONAL CONTENT :

Podcasts with translations, Video activity guides (linking into their focus of 'Love' and the company values), One-page team action sheets, Articles for their intranet

We also worked with the core group within the business - the culture champions that were poised and ready to implement activity we fed them. With their help we created a visible wave of support, activity and positivity around the remote working area that visibly lifted the company's spirits.

For some of the teams, particularly the younger groups, the situation was massively debilitating. For these, we used our facilitators to run practical sessions with them to plan activity and help them work through how they could support each other and stay a 'team' during the remote working period. The 'managing emotions' module was key to this.

Then we kept doing it, over and over again. It was vital that we didn't let-up on the focus and allow people to slide back into a negative mind-set. The coaching support to the senior team has been on a weekly basis and we continue to develop tailored content for them and provide cam-to-cam support to teams.

Andrew Keith, the company's president, says "it's hard to articulate the array of unprecedented challenges this situation has presented but at the heart of our response has been supporting people and keeping them connected - to each other and the organisation.



"We've been developing people managers on how to support their remote teams, providing daily top tips and inspiration to keep people motivated and working intensively with the top team on role modelling essential behaviours for effective virtual working. I started a VLOG a number of months ago to have an emotional and direct connection with every one of my people, during such a difficult time, which has had a huge positive impact."

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