

PRIZE WINNER IN LEADERSHIP & CONSTANCY OF PURPOSE**ORGANISATION PROFILE**

- Country: France
- Number of employees: 306
- Turnover: 1 billion Euro
- Sector: Electric, gas & sanitary services
- Track record in Awards:
 - 2002 : Lorraine Regional Quality Award (Congratulations)
 - 2006 : Burgundy Regional Quality Award (finalist)
 - 2007 : French Quality and Performance Award

APPLICANT OVERVIEW

EDF DCECL EST sells electricity, gas and eco-efficiency services to 20,000 industry and business clients and 9,000 local authorities covering geographic region of 20% of the national territory, the same area as Benelux or Switzerland. Their functions cover sales management and call centre, customer services management, tendering management (marketing, technical backup), support functions (HR, quality, safety, environment), steering management and communication.

**ROLE MODEL AREAS****Role Model Area – Leadership and constancy of purpose****Approach**

To allow EST to reach the mission and vision the Managing Director has identified the need to find the balance (“equilibrium”) between their customers, their people and their shareholders in equal parts. This concept is recognised and understood by all stakeholders of EST. To promote “equilibrium management” the Managing Director regularly attends and speaks at internal EDF seminars and public events. The Managing Director feels personally responsible for the employees’ health and well-being. He decided to implement an innovative psychosocial risk prevention program to help the employees managing their stress.

Leaders in EST provide their staff with many opportunities to bring forward their ideas and wishes e.g. during “breakfast meetings”, through “year end wishes” and the annual employee survey. The organisation was the first in EDF France to take on young workers with “professionalisation contracts” to help them



finalise their studies. Leaders support the employees to reach their objectives, to identify and define improvement opportunities, and to participate in company “challenges”. The Managing Director regularly visits the EST locations to personally meet with the local managers and employees and to review the plans and objectives. Already for some time an important topic has been to explain all the changes in the regulations that affect the energy business and directly influence their ways of working.

Deployment

The leaders have implemented a structured approach to deploy and review objectives, performance and processes, and to define, agree and prioritise areas for improvement.

A comprehensive meeting structure (“Management Schedule”) is implemented. All members of the Management Committee personally chair the “Breakfast meetings” organized for all employees to inform them personally on new developments and to exchange views on plans and objectives; those meetings are organised every two months on the various EST locations.

During its two-day bi-monthly meetings the Management Committee reviews the ongoing activities and actions and decides on the new priorities. Additionally the Management Committee reviews and discusses the situation of every individual EST employee based on information prepared by their direct manager (“Night of the employees”). One of these meetings is used to review and deploy the annual objectives.

Assessment and Review

Through quarterly meetings at Paris corporate headquarters the Managing Director of EST provides input to and reference for improving the corporate mission, vision and values of EDF France and shares best practices with the other regional sales directors.

The leaders have reviewed the corporate process framework and management system and have assessed its effectiveness for their local situation. The Management Committee members supported by their employees helped extend the corporate management system to meet their own requirements.

In 2004 as a result of the employee survey outcome and an analysis the situation with staff in EST, the Managing Director decided to define an approach to help the employees managing stress.

Impact on performance

The leaders in the regional EST organisation have been inspiring and driving organisational change in the national EDF France sales divisions.

A regionally sponsored project to develop the “Managers Kit” (a dashboard to efficiently monitor sales activities) was identified as best practice by EDF France and is being deployed in other sales regions of EDF in France.

An EST leader is managing one of the related subprojects of the national GEODE-project to reorganise the company sales division. The contribution of EST in this case has been recognised by the EDF France sales division.

The psychosocial risk prevention approach defined by the Managing Director of EST was very successful in the corporate business improvement competition “Victoires du Commerce”. The “challenge” is set up every year by the EDF France sales divisions and in 2008 the Managing Director personally won the award for the psychosocial risk prevention program.

As a result of these role model actions EST has been appointed as the "quality leader" for the whole EDF France sales divisions. In this capacity they for instance organise internal conferences to share good practices.

Leaders on all levels in the organisation care for employees in a clear manner and they make themselves available to the employees creating an open and pleasant atmosphere. In doing so they have built an agile organisation that is able to change direction quickly.

For several years a comprehensive annual employee satisfaction survey (“Socioscope”) is carried out. Socioscope results are segmented and analysed and the results are compared internally and to other EDF France sales regions. For the last three years improvement of the employee results has been evident. In general leadership in EST is accompanied by strong results orientation. EST is evidencing positive trends or sustained good performance not only for the people related results but also for most customer- and key performance related measures and indicators, and all budgets. Most of the results presented exceed EDF Group-internal results and in particular the national average. EST results rank first (or second according to the item) out of eight national sales regions.



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