



# “Think Yes” – A New Way of Working

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Wheatley Group comprises 5 social landlords, a care organisation and 2 commercial subsidiaries. We span 12 local authorities across Central Scotland – providing homes and award winning services to over 100,000 people

- GHA – Scotland’s largest social landlord, with 41,500 affordable homes in Glasgow
- Cube Housing Association – 3,300 social homes across the West of Scotland
- West Lothian Housing Partnership – 400 affordable homes to rent
- Your-Place Property Management – with over 25,000 customers
- Lowther Homes – a growing portfolio of almost 500 mid and full market rent apartments from Glasgow’s West End to Edinburgh’s Leith
- Loretto Housing Association – 1,089 homes across Central Scotland and its care subsidiary, Loretto Care with almost 1,000 care clients
- Dunedin Canmore – 5,000 homes across Edinburgh and West Lothian



# GHA: objectives for change



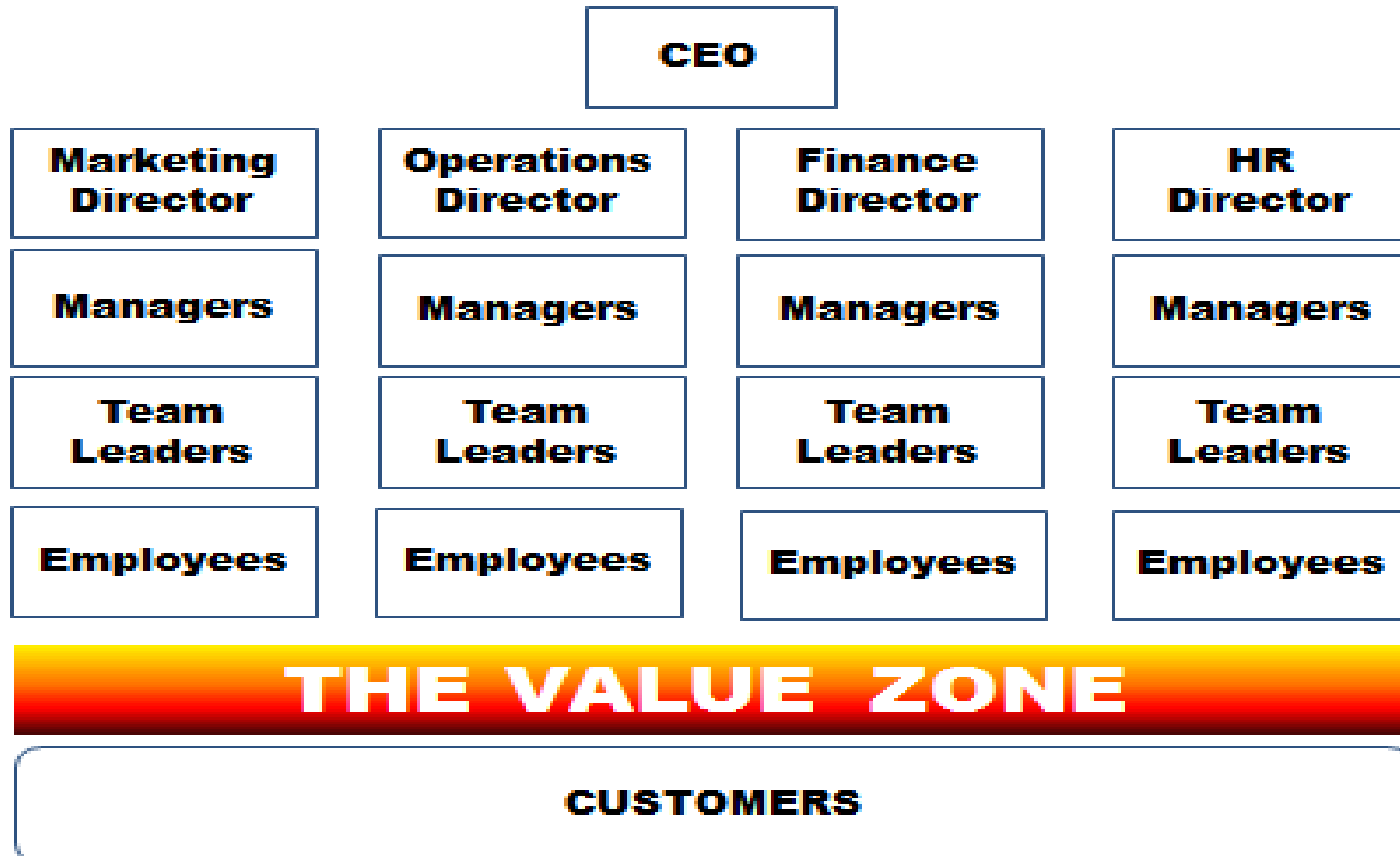
- 2007/08 - Below average performing organisation
- Needed to replace traditional top down bureaucratic structures
- Culture change required
- One size fits all – no longer acceptable
- Ambitious customer/ staff satisfaction targets
- Trust and empower staff-deliver better outcomes

# YES – It's time to change the rules

- Redefining the authorising environment – who should be in control?
- Release energy and passion at the right levels
- Challenge people to challenge themselves – no rules of engagement
- Trust yourself – not the “process”



# The Value Zone



# Let's not 'enhance' the rules that make us ineffective



- Challenge existing concepts and behaviours
- Deleting frustration – not building on it
- Experiment – “let’s just do this”
- Command and Control is risk, not creativity
- Process of design regulates behaviour
- No universal customer – no universal solution

# Beginning Our Journey



**customer**  
**FRST**



**Think**  
**yes**



 **Trust and**  
**Confidence**

**2011** - Piloted Think Yes in 4 offices/new operating model

**2012** - Refined and rolled out to all offices

**Think**  
 **yes**

<https://vimeo.com/163838390>



# Where we were

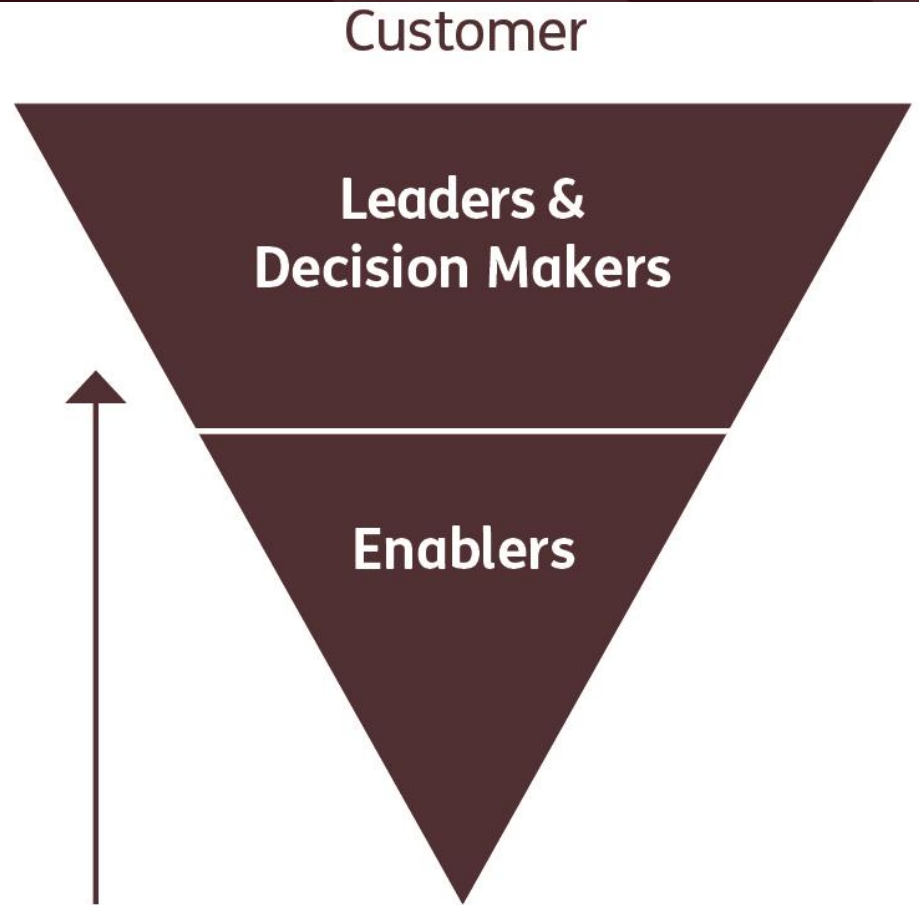


# Where we thought we wanted to get to



*support, mentoring, coaching,  
unblocking any issues*

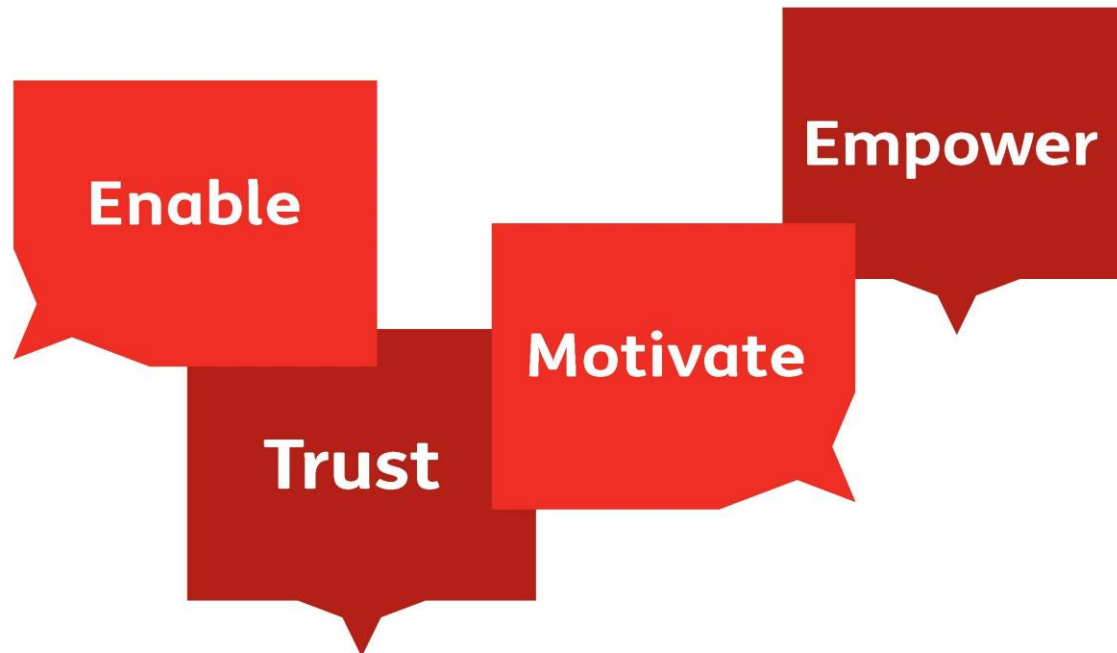
# What we have created



challenging, co-creating, stimulating  
innovative, trusted & excellent

# Behavioural Leadership – not process

It's all about trust and confidence



**The more leadership you devolve,  
the more leadership you have to show**

# Think Yes – Transformational Leaders

## Traditional

- // Leader wants to be at the centre of things
- // Leader is self serving
- // Culture is to “tell, solve and check”
- // Value derives from power
- // Culture of escalation

## Think Yes

- // The team challenge the leader
- // The power is with the person who touches the customer
- // Leader serves the team
- // No universal solution... no universal behaviour
- // Leader lives within a culture of risk
- // Outcomes not processes – design as we speak

# Staff in a Think Yes World



# The Language Of Transformation-Staff

**“I am in charge”**

**“I am trusted and I am confident”**

**“I take decisions and act for my customer”**

**“I change lives”**

**“I believe in us”**

**“I challenge myself to challenge others”**

# GHA ..... today



**92%**

Tenant Satisfaction – up  
from 67% in 2008/9

**£3.6m**

Rent arrears – down from  
£10.4m in 2008/9

**14**

Average days to let – down  
from 56

**3.4%**

Staff sickness absence from  
a peak of almost 10%

**94%**

Staff satisfaction

**900**

New build units on site  
with another 400 to start n  
this year

**GHA is the powerhouse of Wheatley  
Housing Group**



# External Validation



❖ **2013** – liP Gold and EFQM Good Practice Winner

liP Assessors described leadership at GHA as inspiration and could see how we had shifted the power to staff via Think Yes. They described the change in culture as “**phenomenal**” and advised they had never seen an organisation “**shift so far, so quickly**”

❖ **2014** – GHA(YP) Customer Service Excellence (CSE)

Think Yes contributed to this wonderful success and the Assessor commented: “**Think Yes initiative continues to be very effective, as it is on everyone's agenda and it is the assessor's view that an element of even greater trust has developed between management and staff. Overall the level of engagement is extraordinary, and summed as follows: "It is not just about property, its about people and their priorities"**”.

❖ **2014** – liP Employer of the Year.....liP Leader of the Year.....Overall 2014 Winner

❖ **2015/16** – Wheatley Way-Introducing W.E.Excel - IIP platinum and EFQM-Top Quartile Performance

❖ **2017** - EFQM European Global Excellence, liP Platinum Employer of the Year & Apprentice Employer of the Year



<https://vimeo.com/218782521>

