



# THE TIMES 100

## BUSINESS CASE STUDIES

### Vision and culture teacher guide (Virgin Trains)

#### Vision statements matching activity

M&S	To be the standard against which all others are measured
Proctor and Gamble	Be, and be recognized as, the best consumer products and services company in the world.
Leeds Teaching Hospitals NHS Trust	We will ensure that [the organisation] is a locally, nationally and internationally renowned centre of excellence for patient care, education and research. We will deliver this vision by ensuring we attract the best possible staff and invest in their development
Virgin Trains	To become the most safe, consistent, reliable and profitable of the train operating franchises in a climate that respects different views and people need not be afraid to be open and honest.
Ford	To become the world's leading company for automotive products and services.

#### GCSE activity – leaflet

Independent enquirers	Team workers	Effective participants	Self managers	Reflective learners	Creative thinkers
✓			✓		

#### 'A'-level activity – investigation

Independent enquirers	Team workers	Effective participants	Self managers	Reflective learners	Creative thinkers
✓			✓		✓



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### **Vision and culture worksheet**

1. To become the most safe, consistent, reliable and profitable of the train operating franchises in a climate that respects different views and people need not be afraid to be open and honest.
2. The vision sets out:
  - a. Values of the company e.g. safety and reliability
  - b. Clear commercial targets e.g. profitability
  - c. Relationship between the organisation and its people e.g. openness and honesty
3. Listening to employees who work directly with the customers
4. Employees are encouraged to buy into the vision and values by
  - a. Giving and receiving constructive feedback
  - b. Dealing with change and welcoming it
  - c. Challenging the ideas of others in an appropriate way
5. The workshop includes:
  - a. Opportunity to share ideas and influence others
  - b. Bringing workers at different levels together
  - c. Exploring what change means
  - d. Discussing how the vision relates to personal values and beliefs
  - e. Knowing they can challenge and question people when back in their roles
6. Examples include:
  - a. Vision workshops
  - b. Regional focus
  - c. Priorities setting
  - d. Learning and development
  - e. Reward and recognition
  - f. Recruitment
  - g. Behaviours
  - h. Performance development (appraisals)
7. The process involves the vision →everyone involved in decision making asking questions and offering suggestions→creating new culture of participation→generating new ideas and suggestions→reviewing to ensure vision and objectives are met



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8. The KPIs are:
  - a. Reducing sickness levels
  - b. Lowering staff turnover
  - c. Improving customer satisfaction ratings
  - d. Reducing numbers of complaint letters

### **Fill the gaps**

A **vision** is a motivating summary of what a business hopes to achieve. It links the organisational **objectives** with the core values of the organisation. Values are the beliefs that guide **decision making** in a firm. The vision is linked closely to an organisation's **culture** which refers to the typical way of working within an organisation as demonstrated by the behaviours of the people that work for it. Types of organisational cultures include **power, role**, task, person or entrepreneurial. **KPIs** can be used to measure whether the vision of an organisation is being achieved.