

DRIVING UNDERSTANDING FOR BETTER WORKING RELATIONSHIPS

Metroline

METROLINE'S PRINCIPAL BUSINESS IS THE PROVISION OF BUS SERVICES FOR NORTH AND WEST LONDON, INCLUDING CENTRAL LONDON AND THE CITY. THEY CURRENTLY OPERATE 99 ROUTES IN THE CAPITAL, CARRYING ALMOST THREE-QUARTERS OF A MILLION PEOPLE EVERY DAY. METROLINE EMPLOYS OVER 5000 PEOPLE IN A WIDE RANGE OF ROLES; THE MAJORITY (AROUND 90%) ARE DRIVERS.

CASE STUDY: METROLINE



THE CHALLENGE

Metroline has strong trade union representation. Relationships between the trade union and managers were becoming unproductive. Metroline asked Brathay to deliver an event enabling both sides to build understanding of the other's perspective and develop sustainable working relationships.

THE SOLUTION

Brathay were already working with Metroline to support their organisational culture change, the development and launch of company values as well as delivering leadership development and supporting Metroline's successful apprentice scheme.

Using their knowledge of the organisation, Brathay consultants tailored an event. Activities allowed management and stewards to work together, but crucially to see each other outside their workplace roles. Carefully facilitated sessions created a safe environment allowing everyone to express their views and concerns, and to be heard non-judgmentally. Sessions concentrated primarily on business critical issues and developing real-life solutions, whilst promoting teamwork and establishing future expectations.

OUTCOMES

By creating an open, problem solving atmosphere, the event and follow up sessions reversed the deteriorating relationship between managers and trade unions avoiding potential industrial action, and created foundations for stronger working relationships. In addition, they enabled Metroline's people to resolve emotive work issues which were preventing progress in other areas. The event was also successful in fostering support from the trade unions for the introduction of new organisational values.

"THE BRATHAY ENVIRONMENT ALLOWED US TO REFLECT ON WORKPLACE ISSUES, AND ON THE FUTURE RELATIONSHIP. WE NEEDED TO UNDERSTAND EACH OTHER'S FRUSTRATIONS AND COLLECTIVELY AGREE SOLUTIONS. THE TASKS AND WORKSHOPS ENABLED EVERYONE TO BE HEARD AND TO DEVELOP ACTIONS WHICH WE CONTINUE TO BUILD ON AND PROVIDE US WITH MUCH RICHER WORKING RELATIONSHIPS."

Steve Harris
Metroline Operations Director
