Table 3. Data supporting Conditional factors

|  |  |  |  |
| --- | --- | --- | --- |
| **RetailCo** | **EnCorp** | **CityCouncil** | **GovDept** |
| *Disruption of familiarity* |
| * Major strategic review identified need for greater efficiency and flexibility to maintain viability
* Back-office redundancies and pay cuts

“You knew that the business needed to move forward and there needed to be changes.” (E5)“We started to notice the fact that you needed to be a lot more open to invite the public in.” (M2) | * Dramatic drop in revenue
* 60% of work force affected by plant closures, redundancies and/or workplace transfers
* 25% pay cuts

“We went through a huge decline very quickly and very rapidly within the automotive sector. We lost 60% of our volume in the UK.” (M1)  | * Cutback of £58 million from £745 million annual budget
* Potential redundancies
* Transformational change programme

“We knew that whichever government got into power, public sector funding was going to be a target for cuts. [..]” (M1)  | * £3 billion in cost cutting over 3 years
* Focus on efficiency, stripping out processes, cuts to front-line service affecting 75% of jobs
* Removal of responsibility

 “With the change in government, you almost have to start again.” (E8) “We can't deliver with so much less resource by just then going back to the old ways we used to work.” (M2) |
| *Salience of vulnerability* |
| “There was a great deal of nervousness and anxiety amongst partners generally about the economic situation.” (M1)“That 40%, the group of people I'm talking about, there were 3,600-odd people affected. They weren't all made redundant, but [..] they probably did have a feeling of shock.” (M5)“You're kind of wondering, are we ever going to go over to that, at that stage?” (E9) | “I think there was a massive fear of the unknown.” (E1) “Just before we fell off the cliff, I was thinking, ‘oh, we do look quite sound here’, you know, it looks like we will be employed for a long time yet, and then it just came out of the blue.” (E6) | “I think 99 per cent of people would be thinking, “God, my future depends on this [..] A lot of people panicked.” (E2)“A lot of people were wondering what was going to happen, uncertain about the future.” (E5)“I felt quite vulnerable…I didn’t know what was in the future” (E24)“The council were trying to do the best it could. On the other hand there’s obviously likely to be cuts and you couldn’t tell how you were going to be affected” (E14) | “The government came in, we took the biggest hit in terms of the financial cuts. So there was uncertainty about that.” (M4)“There’s a general thing about our political masters using us as the whipping boys when they want to show to the public to be doing something.” (E1) |

Table 4. Data supporting Trust preservation practices

|  |  |  |  |
| --- | --- | --- | --- |
| **RetailCo** | **EnCorp** | **CityCouncil** | **GovDept** |
| *Cognitive bridging* |
|  “It was a very civilized way of doing it [roadshows with senior and local management] and I had total trust that there was all the information.” (E2) “We used to shelter some partners from some of the details of what our business was about but actually to get absolute engagement from people its being scrupulously honest with everything [..] I think [..] as long as I remained true to doing the best for them, balancing that with the needs of the business, being honest and transparent, I think we maintained a level of trust.”(M3)  | “We termed it a Centre of Excellence to give a vision of something that was going to be sustainable for our employees and give them a commitment to a longer term future in the UK, which was very important in terms of trust.” (M1)“It was mostly by the trade union and we had a few briefing sessions. And then it was by management – so management would brief their areas.” (E4)“I think [what] was important, that part of the rollout of the communications was that very senior people, the divisional chief exec, the HR director and the operations director, all came into the three facilities to give those announcements.” (M1) | “We have a council chamber as you would expect it holds, 100 or so people, we did briefings for those people, where we actually sat them down and said right, ‘here’s the challenge we are facing, this is what it looks like, this is what the organization is currently committing to do [..] we think we can achieve this’, but that means we have to all work together. [..]” (M1)“We quite often had everyone coming in, it was open to staff and do question and answer sessions on Switch and how it would work, and that happened on two or three occasions that I was aware of.” (E8) | “We kept being told we want everyone to be in the same boat and this is how it’s going to work and blah blah blah. And the real reason was they needed to save x amount of money but they wouldn’t tell you that until you really, we had this meeting with them and we really, really pushed them when they finally admitted that it was actually only to save money.” (E7) “I think we sugarcoat things and treat people like children, like they can't take sort of the truth for us to be honest about [..] I suppose the sugarcoating is then people expect that they will get the job of their dreams in the brave new world of CGD, you know, without sort of having some sort of personal responsibility for adapting.” (M3) |
| *Emotional embodying* |
|  “I was always available. If somebody had decided within an hour they wanted to be in my office telling me what they thought, whether it be good, bad, ugly or indifferent, then I made sure I was there. Never turn anybody away. If people needed time, they were given time.” (M3) “It's around individual care. We really try hard to put that individual care into this.” (M6) | “We had full support [..] at the end of the day, people are treated correctly as far as we’re concerned.”(E5)“I took him aside with the shop steward and I sat down with him and explained it all to him and he was upset, a lot of emotions flying, and he’s now back here and he works fantastic with me and the rest of the team. I’d say he wouldn’t have had that kind of, where I could sit down, face up to him and say, look I don’t want you walking out of here thinking something’s that not true, you’re well respected, well thought of and I will take your number and we will be contacting you if the volumes recover.” (M2) | “The council really thought about the pastoral side and that some people would be coming to Switch really anxious and angry. Some people don’t need a lot of support and help but some people do and it depends on your character and I think they identified that people taking on new roles needed a bit of extra support.” (E6) “The internal emotional response is defensive; when defensive gets very strong it can become aggressive. So the important thing for me is when someone says something which criticizes or feels like a criticism, I’ve got to take it on the chin and I’ve got to listen. [..]” (M2)“They’ve faced the choice and they’ve taken the opportunity that was about employees, really looking after employees. “ (E29) | “What was lost in the process was that people at the end of it who would stay were possibly the ones mattered for the future of the organization. And that for a long time just seemed to be forgotten or not the priority. And that’s the sad part of it.” (E1)“I think people are very busy and settling into new teams and are probably only now coming to terms with some of the emotions that they went through.” (M2) |
| *Inclusive enacting* |
| “It was a discussion. This is the way we're going to run this stream and that stream. It's not like, right, as of next week, all you lot in the call centre, you're all being made redundant. It wasn't done like that at all. [..] all along the way, everybody was being involved.” (E3)“The first part of our process will be you work in this job, we think this is the right vision, but what are the things we're missing? They might say, "It's fine to say it's centralized, but actually, there's this, this and this and where are our customers going to do that?" And we say, "Well, that's a really good point and we need to factor that in. So actually, maybe we can't be quite like that. It needs to look a bit more like this." (M6) | “As long as it’s fair and you can behave with a level of integrity and you can be consistent and fair with your approach, I think it can be done in a, the most positive way possible. It’s never going to be a good thing, but it can be done as fairly and in a good way as possible.” (M2)“It seemed to have been managed fairly. I can’t remember an instance where my team raised an issue saying that supply chain are doing something different to us, why are they allowed to work on Fridays and you know we have to have the time off .” (M5) | “As part of redesigning services you need to engage with people, you ask the people doing the job how it can be done better.” (M1) “You’re always trying to find that balance in between ensuring that staff are engaged, they're fully informed, they get the opportunity to contribute.” (M3)“I’ve got a lot of trust and I think all the things that have happened the council has dealt with them as best they can because I think it’s been a really, really challenging time and I think throughout all of it they have tried to do the moral and ethical things to look after the workforce.”(E6) | “A lot of the time, we did have to be very directive about what we did.” (M2) “The score was shown to you. You were not entitled to dispute it, but you were entitled to know what it was.” (M1)“The conversations that we’re talking about is changing our culture and how we can work with less resources. We weren’t involved in the process.” (E5) |

Table 5. Data supporting Enabling mechanisms

|  |  |  |  |
| --- | --- | --- | --- |
| **RetailCo** | **EnCorp** | **CityCouncil** | **GovDept** |
| *Mobilization of the organization’s established trust foundations* |
| Key established trust foundations:* Principle #1 and Partnership organization (trust in fellow partners)
* Existing image of RetailCo as a successful and sustainable business
* Behaving benevolently and with mutual care
* Trusting leadership

Reflecting on the partnership structure: “Because the business is what we're here for and we are the business. And that's fundamental to the way I approach things. We are the business. Without us, there wouldn't be a business. Without an amount of trust, there wouldn't be [each other]. So we trust everybody that we are doing the right thing for ourselves. So it's the business doing what's best for the business.” (E1)“We recognize that we are playing a bit of a long game and there is some trust that the leadership of the business will equally lead us to better times as well.” (M4) “We are a long-term business.” (M6)“I'm talking about the nature of co-ownership. There is a trust that those principles will be upheld. That's where trust is hugely important.” (M4) | Key established trust foundations:* Unionized culture
* Being a successful local employer
* Personal relationships at local plants
* Effective communication practices

“The systems and procedures that we already had in place with the level of communication and employee involvement and discussions with the trade union, these monthly processes, PCI, the meeting with the trade union, the information consultation group. [..] There were enabling structures already in place prior to the downturn. [..] Having that dialogue with the trade union. All these kind of things support that culture.”” (M1)“We’d spent a lot of focus and energy fixing the gripes that the operators had got on the shop floor and working to improve their environments. By the time this kicked in, there was a decent level of trust between my level in the business and the shop floor level in the business.” (M2) | Key established trust foundations:* Enacting organizational values: ‘proud, decent, together’
* High standing in community
* Recognition of individual employees
* Practices supported by strong internal structures

“There’s a lot of people live in Sunderland that work in Sunderland and Sunderland’s always focused on the community, the businesses and they do value the staff and the residents.” (E5) “We've had exceptional financial management in this organization. [..] what it has meant is that we're financially very strong. Probably as strong as any local authority that there is. That has enabled us to use some of that legacy to take a bit more time to make the changes.” (M3)“It was really about understanding what council’s about, what people are like within the council and trying to be appropriate to that. Rather than going, oh that looks nice on the shelf let’s just use that.” (M2) | Key established trust foundations:* Civil service culture built on fairness, honesty and integrity
* Recognising and respecting professional expertise and seniority

“It was felt that there wasn’t consistency across the board. I think the process in itself was painful but it was made worse.” (E7) “When the process started, there were great talks of ‘stop it’ and things like that. And I certainly sat in at least a couple of ministers’ meetings where they broached the subject of stopping doing stuff. I certainly didn’t feel at the end of that meeting that there was any resolution.” (E8) “There’s a reputational issue about having the cartoons in the foyers, where we were getting people coming in externally, you know…and you have these ridiculous cartoons. And people are looking at them going “What kind of organization are we working with?” (E1) |
| *Understanding of role during disruption* |
|  “Principle 1 defines it as a successful business [..] It talks about a successful business which generates sufficient profit to hold the business safe for the next generation. So everything that you do has to be to create a sustainable business.” (M1) |  “We’re here to actually support the business, that’s what we see our role as.” (M3) “I think there’s a number of policies, and asking people on a regular basis, the employee surveys that have been around for many years; and acting upon those employee surveys.” (M1) | “We recognized we had to make the downturn but we went straight away to the mission to shield the city as best we could, to shield our employees as best we could and to shield the council itself as best we could from the impact of the financial downturn [..] the focus was on the values of the city” (M2)“We said [..] if we recognize that it is going to be based on our joint values and our individual strengths and our commitment to you is: work with us and we will work with you. Then we will get through this.” (M1) |  “I think we have broken the mold [..] we went through the first phase of change so fast and so furiously and requiring our senior managers to demonstrate their active behavioral leadership so strongly, being corporate.” (M1)“My personal view is that, in terms of change, what we're saying is ‘there's no going back now just to business as usual’. It's not like you went through a restructure and now just get on and do your job just the way you were doing it before. [..] What we're saying is ‘the way you work needs to be different’. I mean – you know, it's a change of culture.” (M2) |

Table 6. Data supporting the Preservation of organizational trust

|  |  |  |  |
| --- | --- | --- | --- |
| **RetailCo** | **EnCorp** | **CityCouncil** | **GovDept** |
| *Preservation of organizational trust* |
| “I think, overall, trust is either maintained or, indeed, improved because the benefit of working for an organisation that operates differently become a little bit heightened when other businesses operating slightly differently have problems.” (M4)“With the Branch of the Future announcement, because it was handled so well, you felt even better after. Because you'd think, wow, that was handled really well. You've got to go through challenging times, to have those amazing times.” (E4)[Reflecting on the impact of the changes on trust]: “I look at my team, I really think I trust them and they trust me. And that's really important. And when I look up to the Senior Managers in the business, I also trust the way they're leading the business, which is really important. So I'm really engaged with what we're hoping to deliver in the future as well.” (E5)“It dipped slightly you know, the initial announcement but I would say it’s not really changed since. It’s up there - the trust is up there - always has for nearly 21 years.” (E9) | “It [trust] didn’t change significantly, it didn’t go up but it didn’t go backwards, it was almost neutral” (M1)“Levels of trust, believe it or believe it not, I think have improved.” (M2)“I’ve seen morale’s up from what it was. I think people know that the business is secure.” (E6) “It’s a better position for us. We’ve gone through the crap and now we wanna grow the business and we wanna be proactive and we wanna make it better.” (E2).  |  “Trust levels are high with me. I’ve got nothing but praise for the council and how they have looked after me personally. As I said, trust levels remain high.” (E4) “My trust has been high all along. I just think now I’ve got the evidence of what’s happening you just – it’s just really high.” (E8)“Now it’s fine. I do have trust in them but I didn’t then.” (E2)“My trust hasn’t really altered since I started working at the Council. Yes, it’s been battered around a little bit but I’m still as trusting or not as I was when I started.”(E13) |  “People don’t trust.” (E1) “I think most people completely lost trust in their direct line management, in their ability to assess your performance. I think that’s fundamental. I think that was a real problem.” (E7) |