

29 November 2019

Welcome to your latest round-up of news from the Good to Great programme.
Head on over to www.dignitygoodtogreat.co.uk to see the news first.
Why not join the conversation today?

PILOT NETWORKS GO LIVE

Our new ways of working are being put to the test from this week, as a refreshed structure, roles and processes go live in our three pilot networks.

This week sees us achieve a major milestone in our Good to Great journey, as our three pilot networks go live in Dinnington, Sutton-in-Ashfield and Lincoln.

With colleagues having been trained in their roles and with new processes and operating hours all coming into effect, the next few weeks will be crucial as we make sure that our months of planning and preparation gain the efficiencies and improved customer experience we're aiming for.

Allowing us to share our resources and improve our clients' experience, the pilot network operating model means we'll be able to view and share resources, thanks to the introduction of a resource management system.



And, with our proof-of-concept arrangement tablets proving to be a hit with clients and colleagues alike, we'll be providing more opportunities for us to meet with clients at their convenience - whether at home in the evening, in branch, or at the weekend.



A huge thank you goes out to all the colleagues who have worked so hard to get to this point over months of collaboration between colleagues

from Funeral Operations, HR, Marketing, IT, pilot employee representatives and more.

So, what's next?

As always, we recognise that although today is a significant step, it will raise a lot of questions for many of you, who understandably want to know what this means for you.

We will be testing how the new systems and processes work in reality over a period of a couple of months, so we can fully assess it before we plan a wider rollout to the rest of the business. We will share our learnings with you as we progress.

We really appreciate your patience as we take the greatest care to get this right. Don't forget, if you have any queries, either check out the FAQs online, or email us at goodtogreat@dignityuk.co.uk.



LEADING THROUGH CHANGE

We're asking a lot of our managers – so how are we supporting them through the changes they're leading us through?

We're asking a lot of our managers. Not only are we expecting them to step up to the plate and support their teams through all the changes happening as part of the Good to Great transformation, we're asking them to do this while experiencing a lot of change on a personal level too.

This is where our Well Led Change and Difficult Conversations courses come in.

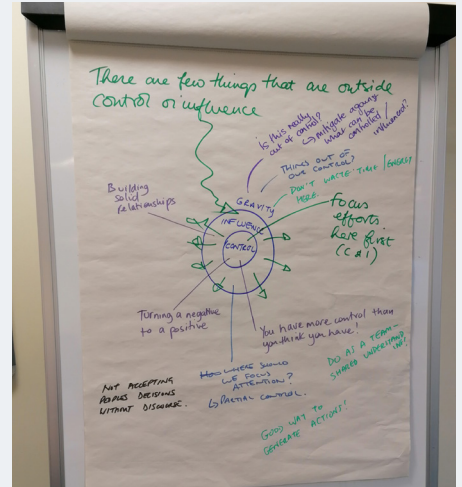
As well as the **Embracing Change course** offered to all colleagues going through consultation, people managers involved in leading change around the business have also been given the opportunity to attend manager-specific training.

Designed to equip this population with the tools they need to support their teams, we caught up with a few of them to see whether they thought it had all been worthwhile.

From the post-course feedback, it was clear most managers came to the courses with an open mind, hoping to gain some additional skills – but actually, many gained far, far more than that.

Greg Reinsch, Area Manager in West Yorkshire, said, "I wanted to be given help and advice on how to support staff during the changes - and to understand how I'll be feeling too."

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captive audience, there was interaction throughout, and I would say the courses are not only worthwhile, but essential,” confirmed Peter.

This was a sentiment echoed by Lee Xavier, Area Manager for Central & South London.

“The content and depth of the courses have given me confidence,” explained Peter Cladingboel, Area Manager for North Kent & Surrey. “But they have also given me additional tools, which I have already put to use.”

Area Manager for Falkirk, Bryon Ferguson, agreed. “I came with an open mind, but it was great seeing how you can achieve your goals by using the skills you have in a better way.”

Was there anything we could do better? “I think it may have been of more benefit if we’d had the course earlier on,” admitted Peter.

“I feel that all managers would benefit from these courses,”

Bryon added. “We need to plan for the progression of our colleagues, so I feel we should be upskilling those we feel have potential to progress.”

So, would they recommend the courses?

“The courses were excellent,” enthused Greg. “I have already used some of the sessions with junior managers and some cluster teams, such as ‘the vision’ and the ‘change curve.’

Bryon agreed. “I’ve used the information on dealing with resistance and realising that you get far better results by dealing with matters in small steps to achieve your goal and vision.”

“The course leaders had a

“Certainly, we all deal with change differently and giving managers better tools to enable them to manage themselves on the change curve only better prepares them to be leaders and support the changes. After all, if we are looked after, we are more inclined and enabled to look after others.”

The feedback we’ve had, as well as being positive, has also been constructive and we are looking at how we can build in suggestions around timing, widening the offer to others and much more into our planning for future courses.

Look out for more information on how we’re supporting colleagues through the change process, coming soon.

GOOD TO GREAT: HOW ARE WE DOING?

Are Good to Great communications working for you?
We want to know what you really think in our latest quarterly survey.

It's essential you all have the information you need to understand what's changing, why, and how you can support the changes happening as we move Dignity from Good to Great.

From the Good to Great website, to the newsletter, to the Team Brief, we'd love to know what you think of the Good to Great



communications you receive, what you'd like to hear more about and where you would like to see us do better.

Please take a minute or two to let us know how we're doing, so we can continue to improve the way we share Good to Great information with you:

https://www.surveymonkey.co.uk/r/dignity2019_Q4

PAYMENTS MADE EASY

Our client payment portal has gone from strength to strength since its launch this summer – and is continuing to become a top choice for clients.

Since it's rollout just a few months ago, our online Client Payment Portal has proven a popular payment method for clients.

In fact, it's just achieved a whopping **£2.4million** in transactions!

Giving our clients greater flexibility and making it easy to pay for funerals by credit or debit card, the portal was rolled out to funeral

operations this summer, following a successful pilot in Anglia and North London.

And it's not just clients who have welcomed the convenience of the portal – colleagues have also been delighted with reduced paperwork and administration, giving them more time to take the greatest care of our clients and their loved ones.

**£2.4
million
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more
time with
clients



DOING IT LIKE DISNEY

You may not think Dignity and Disney have a lot in common, but when it comes to delivering a perfect client experience, we're as committed as each other. See how we can learn from their market-leading strategy...

In our recent trip to 2022, we explored how our clients could interact with us in the future as we make the most of new and emerging technology.

From phone calls to online portals, and from email to in-branch arrangements, the idea is that we give clients a seamless, hassle-free experience however they choose to interact with us.

But did you know that you have probably already experienced

omnichannel without even realising it?

Take Amazon for example. If you have an Amazon account then you can make or adjust an order or contact a customer service agent through their app, website, web chat, email and even by asking Alexa. And however you make contact, whether it's app one minute and Alexa the next, Amazon's integrated technology joins it all up to make it easy for you. So far, so good.

But the company that has really taken omnichannel to the next level is Disney. Like us, they deal in delivering a memorable, perfect experience with fantastic service running through them like a stick of rock.

Like us, they want to make sure their clients are looked after every step of the way and, like us, they want to take any potential

1 ...and their park apps.

...that links with wearable tech that acts as currency and room keys...

2 89%

Good to Great is all about stabilising market share. Evidence shows that companies with good omnichannel experiences retain 89% of their clientele...

33%

...compared to 33% with poor or no omnichannel, it makes absolute sense that we explore this.

3 From their website, every customer can access a dedicated 'My Disney' portal...

4 We're right at the start of our omnichannel journey and there are many building blocks behind it. We also need to make sure our strategy is right for us and our clients. This all takes time and care...

...but step by step we will continue to put the client at the centre of everything we do, so they can choose how and when to interact with us.

DOING IT LIKE DISNEY



hassle away before it's even been thought of. So, while we are clearly at opposite ends of the happiness scale, there are some similarities between us.

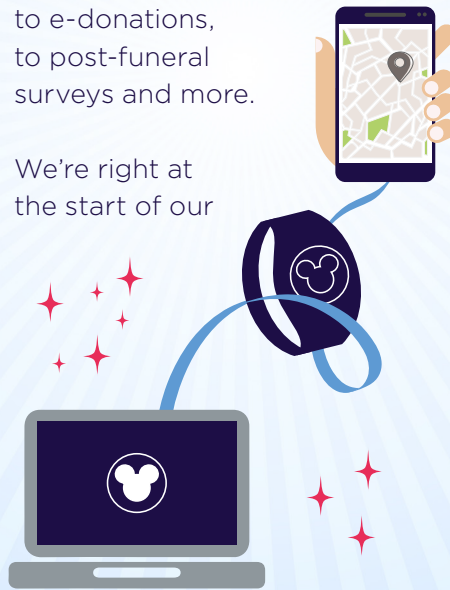
The image above shows what they do, from websites, to customer portals and even wearable tech that acts as currency and room keys.

Good to Great is all about stabilising market share, and with evidence showing that companies with good omnichannel experiences retain 89% of their clientele compared to 33% with poor or no omnichannel, it makes absolute sense that we explore this. For us, an omnichannel strategy could mean everything from

joining up web enquiries for pre-need, to first call phone calls, to a personalised

client portal containing funeral arrangements and payment options, to sharing funeral details on social media, to e-donations, to post-funeral surveys and more.

We're right at the start of our



omnichannel journey and there are many building blocks behind it. We also need to make sure our strategy is right for us and our clients (so wearable tech is probably not something we'd explore!).

This all takes time and care, but step-by-step we will continue to put the client at the centre of everything we do, enabling them to choose how and when to interact with us and receive the same seamless experience.

How do you think we could make the most of joined up communications for our clients? Let us know at goodtogreat@dignityuk.co.uk.



TELL US #YOURSTORY

You've been busy telling us your stories of how you've gone above and beyond for your colleagues and clients – and we want to hear more!

There is still time to submit #YourStory and gain entry into our first prize draw to win a £100 Amazon voucher. With Christmas around the corner, it's the perfect time to spread some joy. Head on over to www.dignitygoodtogreat.co.uk/yourstory.





seconds with... Rachael Barber REGIONAL MANAGER



We had a chat with Rachael Barber, who has just been promoted from Area to Regional Manager in Anglia. Let's see how she's getting on...

Where are you based?

Gordon Barber Funeral Home, Eaton, Norwich.

How are you settling into your new role as Regional Manager?

I am very much enjoying the new role and am focusing on meeting everyone and visiting the branches initially. Everyone I have met so far has been lovely and they are clearly dedicated to their roles in the business.

What was your first ever job?

Photography Assistant.

Where did you go on your last holiday?

I am not particularly keen on holidays, however I have recently come back from Fuerteventura where I went with my two brothers and their families. There were 12 of us in total and I did manage to relax by about day four... although we only went for a week.

What does a typical day look like for you?

Difficult to say at the moment as I only became Regional Manager a week ago. At the moment it's a lot of branch visits and meetings but the emails are coming in thick and fast so an office day is just around the corner.

“

Good to Great does not seek to criticise how we operate as Funeral Directors. It is about building a business that supports us and our clients in a way that we haven't experienced before.

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How and why did you get into the funeral industry?

I hadn't intended to join the funeral industry as most of my family had done so and I wanted to be different. I took a job here for a while until I could find further employment, however once here I loved the job, particularly arranging funerals.

That was 24 years ago! I don't think there are many jobs that could give more satisfaction than helping someone through the most difficult time of their life.

Star Wars, Star Trek, or none of the above?

None of the above!

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Favourite film or artist?

I don't actually have a favourite film; I do have a top five though which include: *Dead Man's Shoes*, *The Hateful Eight*, *Paul*, *Bridesmaids* and *Shutter Island*.

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Are you excited about the future of Dignity?

Very excited. My businesses are very successful, and you could be mistaken in thinking that we don't need to change. If we don't, however, not only will we get left behind but we will not be efficient and our systems will continue to become archaic.

Who would you like to hear from in the next 60 seconds update? Would you like to take part yourself? Let us know at goodtgreat@dignityuk.co.uk.



JARGONBUSTER

Don't know your BAU from your ROI? Then we're here to help!

Unbundling

To break a service package into smaller, targeted pieces that the customer can choose from – exactly the direction we're going in with our Tailored Funeral.

Value-add

A typical business-speak reversal of 'added value'. For example, "We have to evaluate the value-add of this activity before we invest any more money."

Got a phrase that has you bamboozled? Let us know at goodtgreat@dignityuk.co.uk.



Get in touch

If you have a question about transformation, heard something on the jungle drums, have some feedback or a suggestion for the next newsletter, then leave a comment on the website or drop us an email at goodtgreat@dignityuk.co.uk.