

## Strategic Influencing Skills at Royal Mail

Total Quality is alive and well in The Post Office. A network of Quality Support Managers in Royal Mail promotes TQ principles and practice. And that is just one example of the long-term commitment to customer-centred practice that is in evidence throughout the Group.

This was where Huthwaite was brought in to help. There was an increasing awareness that the principal challenge to QSMs was to promote belief in and commitment to a new culture in what were sometimes difficult circumstances. Some staff, as ever, were resistant

to change; the practical realities and demands of a Delivery Office can mean that it is not the easiest place to try to introduce new ways of working with customers and with each other.

Huthwaite has been running a major project aimed at developing the skills both strategic thinking and planning of the entire Quality network in relation to effective influencing and persuasion. It is geared to helping QSMs secure the ownership and commitment to change from others which are vital for long-term success in promoting Total Quality.

Tony Hipgrave and Peter Francis, who manage and deliver this project, have worked face-to-face with almost all of the Quality personnel in Royal Mail over the past two years.

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**Peter Francis, Consultant, Huthwaite International**