

Q3. How do people view being outsourced?

What about the people who transfer to you? People often view being outsourced with some trepidation: is that misplaced?

Paul: I think it's natural that at any point of change people are going to be anxious. And I think, again, we've built up a brilliant track record over the years of working – first and foremost – to allay that anxiety.

What you frequently see is [that] by good communication you can very quickly turn anxiety almost into a state of excitement about the fact that it's going to be a new challenge in people's careers.

Paddy: We bump into some very, very good people. They know they're very good, it's just that in the environment that they're working in they've not been given the opportunity to actually show just how many skills they've got, or [what] they've got to offer. What we do is actually open up some doors for them really.

Paul: In many instances the services that we're taking responsibility for have possibly been under-invested in. That might be by way of investment in the leadership of the operation or it could be in technology, or it could be in training.

And, really, as Paddy has illustrated, in many instances it's a case of liberating what are, fundamentally, extremely good people – giving them the tools to do the job better. It's interesting to see how many people will actually thrive in that environment.

Gordon: Very often on our contracts, the things that make a big difference are thought through and come from the roots of the organisation, and often from people that have transferred.

So I think the way we treat people and the way we manage the organisation are critical to the culture of continuous improvement.