

RESTORING RESPECT WITH RESOLUTION:

# IMPLEMENTING THE RESOLUTION FRAMEWORK™



## INTRODUCTION

**Nationwide Building Society is a British financial institution and currently stands as the largest building society in the world. They're not a bank: they're mutually owned by their members and run solely to help the communities they serve.**

With this in mind, their institutional ethos is one of mutual respect – fostering collaboration in a compassionate way is at the forefront of everything Nationwide does. For the People and Culture team at Nationwide, the internal systems of the society should carry this impetus too: cue the implementation of the Resolution Framework™.



This project is twinned by our two senior leaders: Head of People and Resolution Stephen Adams and Head of Investigation and Audit Services Harriette Wolff. Together, they're a formidable duo with a penchant for putting people first.



**Stephen Adams** has over 26 years of experience working in Director and Executive roles with Lloyds Banking Group, carrying out more than 1000 hours of training and coaching to colleagues across the organisation. He was therefore selected for this role due to his extensive banking background, providing him with the knowhow to build a strong connection and rapport with Nationwide. Clients note Stephen's vigilance, professionalism, and balance as his standout qualities when providing expertise on client liaison, detail, and integrity.

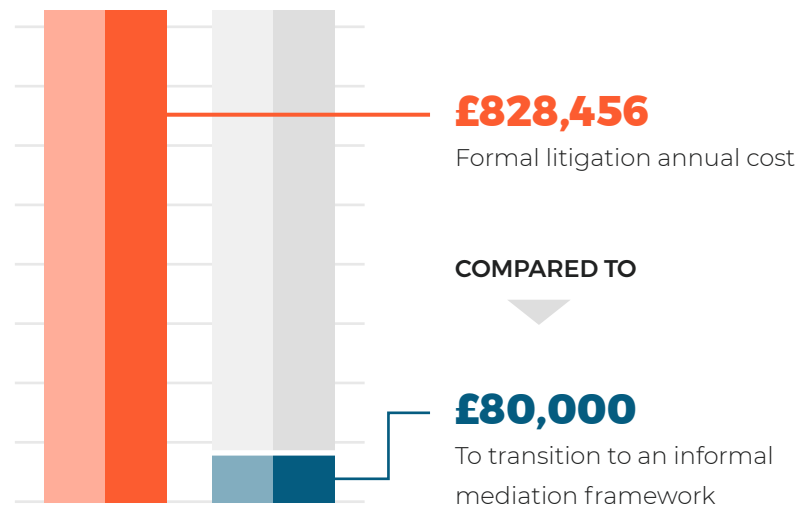


**Harriette Wolff** has a background in Employee Relations, leading each case with courage, determination and care. She has extensive experience supporting complex and challenging HR issues, providing her with a deep understanding of the inner workings of company policies, processes and procedures. Harriette was chosen for this role due to her exceptionally high standards and integrity, background in implementing the Framework within HR teams prior to this case, attention to detail, and, above all, humility.

**Kirsty Knight** is Senior HR Business Partner at Nationwide Building Society. She is at the forefront of driving cultural change initiatives within the network, delivering strategic people agendas, and coaches, challenges and advises executive leaders on HR topics. As such, Kirsty is an integral decision-maker within the organisation. Under Kirsty's leadership, Nationwide Building Society began to transition to people-centred, values-led restorative resolution.

## IDENTIFYING ISSUES

Like many organisations, Nationwide Building Society had rigid processes for staff to follow when filing a complaint or grievance. Formal litigation was the favoured option, but it cost the organisation £828,456 annually. Using TCM's cost calculator, by transitioning to an informal mediation framework, it would cost the organisation just £80,000. The difference was staggering.



Finances aside, traditional policies don't take into account the human value: morale, wellbeing and productivity were hugely – and negatively – impacted by the trials and tribulations of costly courtrooms.

*"After seeing the damage caused by traditional procedures, we got wind that a lot of organisations were introducing alternative dispute resolution frameworks. We were cognisant that our grievance process was acting as a counterculture to the people-led values we upheld as a building society. The Resolution Framework was right for us to undergo this cultural journey."*

KIRSTY KNIGHT, SENIOR HR BUSINESS PARTNER AT  
NATIONWIDE BUILDING SOCIETY

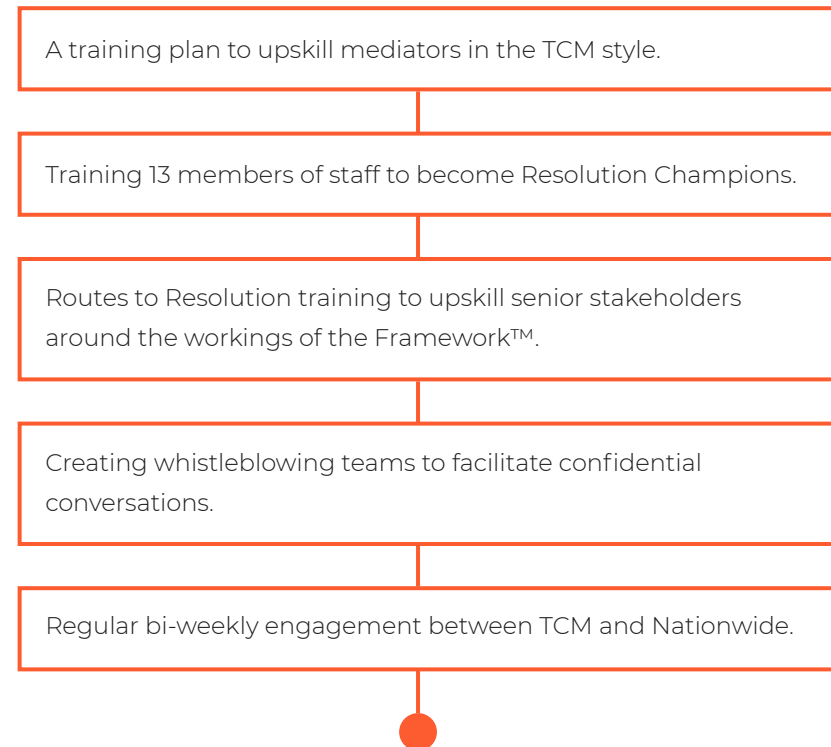
## MAKING RESOLUTIONS

After engaging with unions, stakeholders and staff, Stephen developed a bespoke strategy to fully transition to a Resolution Framework™.

*“Engagement from key stakeholders is key from day one. Those early conversations and briefing calls direct us to look at the present policy, combining feedback and future aspirations to work to embed a unique policy that will really work for the organisation and its people.”*

STEPHEN ADAMS, HEAD OF PEOPLE & RESOLUTION  
AT THE TCM GROUP

### Stephen provides an insight into the flexible, tailored plan of action for Nationwide:



## IMPACTING CULTURE

Making the move to restorative resolution exceeded the organisation's expectations. The collaborative attitude between client, consultant and colleague allowed everyone to work together and cultivate team synergy. Since the programme went live on 4th October 2021, after being piloted as a soft launch to a HR team, cases have been low – proving the effectiveness of nipping issues in the bud at an early stage. By having courageous, critical and compassionate conversations, concerns have failed to escalate to become formal grievances.

*"The people and culture function has changed from the authoritarian arm of management to a true strategic partner of the business and its people."*

KIRSTY KNIGHT, SENIOR HR BUSINESS PARTNER AT  
NATIONWIDE BUILDING SOCIETY



Resolution has had such an impact in the few short months since launch that advocacy has begun to be built outside of Kirsty's direct staff. Employee Champions and Healthy Mind Champions, organisational bodies dedicated to protecting employee wellbeing, have joined the revolution and now spread the message of the cause for constructive conflict.

*"The session was incredibly enlightening and I got a lot out of it. So pleased Nationwide is taking this route. Steve was knowledgeable and gave everyone the chance to speak and get involved, instead of being spoken to the entire time. I definitely think this is going to be a gamechanger in respect of conflict resolution going forward. Thank you!"*

TRACEY HOEFNAGELS, ESSENTIAL TRAINING DEVELOPER  
AT NATIONWIDE BUILDING SOCIETY

**Across the organisation, people have been vocally grateful of the time invested back into their peace, productivity and prosperity. It's a true sign of the mutual respect that Nationwide values so much.**

**If you would like more information on how your organisation can benefit from The Resolution Framework™, please contact us today to speak to a member of the team.**

The  
**Resolution  
Framework**

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