

Case Study: Interfloor — Equipping Leaders to Navigate Uncertainty with Confidence



About Interfloor

Interfloor, part of the Victoria plc group, is Europe's largest manufacturer of carpet underlay and flooring accessories. Formed in 2002 through the merger of Tredaire and Duralay, its legacy in UK manufacturing dates back to the 1940s. Interfloor supplies retailers, distributors, and contractors across the UK and globally.

The Challenge

Interfloor was embarking on a once-in-a-generation transformation programme involving significant investment and operational change. With much of the plan still confidential and unfolding in phases, leaders found themselves navigating a complex environment where they had to take bold decisions and support their teams—without being able to offer full transparency.

This led to:

- Growing anxiety, uncertainty, and speculation across teams
- A noticeable drop in morale, wellbeing, and engagement
- Leaders feeling unprepared to address concerns or hold open, honest conversations

Our Approach

We worked closely with Interfloor to deliver a tiered leadership support programme, tailored to the unique challenges faced at different levels:

- Executive Directors
- Senior Managers
- First-Line Managers

Each session was designed to build practical confidence and emotional readiness. We focused on helping leaders:

- Make sense of the emotional impact of change—for themselves and their teams
- Communicate honestly and compassionately, even when all the answers weren't available
- Reframe the change story in a way that felt purposeful and authentic
- Spot early signs of disengagement and pressure
- Lead with steady focus and human connection

We also worked with the Managing Director as a key sponsor, offering space for strategic reflection, challenge, and personal growth during this critical period.

The outcome

- Clearer, more aligned leadership communication across the business
- Renewed confidence in addressing uncertainty and supporting teams
- Early intervention around wellbeing and emotional risk
- A coherent, phased communication strategy that reflects both business priorities and people impact
- A senior leadership team re-energised and ready to lead from the front

In Their Words

“As a business we are going through a dramatic period of change, where for various reasons we are not able to show the full plan immediately but rather in phases, which of course can be very unsettling. After an extensive search we chose to partner with Anthony Taylor from AQR Consulting.

I have a great deal of experience of managing change in previous roles, but this is my first major change programme as MD, and I probably couldn't have picked a bigger or more complicated one. We were already a few months into the change process when we started with AQR and it was transformative, not just for those around but for me as well. It helped us recognise at thankfully an early stage some of the traps we were falling into, that we weren't getting the best out of our communication efforts, we weren't addressing concerns and weren't really watching for mental health impacts we were creating through the changes.

I cannot speak highly enough of Anthony as a skilled consultant and facilitator; taking multi-functional managers at varying levels of seniority, ability and experience; who are already a little confused and concerned themselves at the start of a major change process; successfully leading them through the journey to be more adept at handling the impacts of change in their day to day lives and with their employees.

As a business we now have a much more coherent communications strategy and plan for each phase of the change process which clearly focuses on managing the potential human impact and ensuring that we take all of our employees successfully on this journey with us.

Thank you Anthony and the team, and we will be straight back if I feel we are slipping or need a little more support as we go.”

— Gary Mcewan, Managing Director, Interfloor