climate change

our perspective

Some describe an organisation's culture as invisible, intangible and difficult to read but for us that's not the case. We see culture as part of the fabric of an organisation it exists in all aspects of the business and influences its performance from the way work is done, how people interact, the rituals that exist, the networks that are managed, the language that is used and the things that are spoken and remain unsaid.

In November 2008 the European Savoury Brand Development Leadership Team had undergone significant internal changes that resulted in a new organisational structure and several senior appointments. They also faced fierce competitive challenges and an internal focus on business results.

The Leadership Team (LT) set out to establish a new approach and rhythm to their business and partnered with Devote to deliver a comprehensive Culture Change Programme built upon four key activities.

1 diagnosis

Our work initially focused on a deep dive into the current reality of the business through the lens of different stakeholders:

- Leadership Team
- Brand Development Team
- Functional Partners
- Customers
- Senior Stakeholders

Diagnosis was achieved through a range of 1:1 interviews, focus groups and tailored diagnostic tools. The output of this process informed the structure of the overall plan and enabled us to tailor the specific series of interventions to deliver against the organisation's needs.

2 leadership

The diagnosis identified that the Leadership Team were all at different stages of their own leadership journey and this was resulting in a varied leadership impact on the wider team.

The Leadership team embarked on a series of activities, designed and delivered by Devote, to accelerate their formation as a team, unite them behind a common future vision and establish their collective leadership impact within the business. This was achieved through:

- 1:1 Executive Coaching
- Team Diagnostics and Team Profiling using Team Management Systems (TMS)
- Strategy Development Workshops

3 engagement

The first wave of employee engagement began during the Focus Groups. This started a series of two-way communication activities led by the LT. These activities were design to build engagement and participation behind the plans and included:

- Regular business performance updates.
- Away days led by the LT to engage the wider team behind the brand position / philosophy.

The diagnosis also identified that key customers were unclear on the brand vision and direction. The Leadership Team instigated a number of key internal business sessions designed to communicate the strategy to key customers.

4 sustain

Building a sustained agenda that would continue to deliver was a key brief for the work. Devote maintained a close relationship with the LT. Where a business benefit was identified, key 1:1 coaching was maintained as well as specific personalised leadership development sessions for key talent within the Savoury Brand Development Team.

Devote profiled all new members of the LT to ensure an accelerated entry into the team. Finally Devote completed a series of support workshops for the sub-teams within the Brand Development Team on specific business challenges.

the results

The programme resulted in positive feedback from all areas of the organisation. The Leadership Team have subsequently engaged Devote in 2010 to provide further services in 1:1 coaching of new team members and to design and facilitate two workshops with the wider organisation as part of a further significant organisation change programme.

"I really appreciate the incredible empathy and passion that Devote bring. They helped us to better understand each other personally, professionally and recognise our strengths and weaknesses" Knorr Brand Director, Unilever