

## Team Development

### Translating Business Strategy into Action

- Issue:**
- Our technology client was suffering ‘growing pains’ from several years of rapid growth and expansion.
  - Some of its core values around customer focus, entrepreneurship and innovation were being threatened in this period of significant change.
  - Growth had also led to an increase in ‘politics’ and friction across different parts of the business which was effecting cross functional relationships.
  - We contributed to a large-scale change programme that was designed to reignite the organization, starting from the top.
- Ideas:**
- We were asked to design and facilitate an intervention across the top 50 senior managers to launch the change programme and bring to life the issues faced by the business – specifically lack of clear mission, cross functional tensions, customer service and role clarity.
  - We started with a blank sheet of paper and a simple brief to do something different, something creative and something that would go down in the history of the organization.
  - Our idea was to take over a restaurant and give an unsuspecting group of cross-functional managers the challenge of delivering a five-course, gourmet meal to 20 guests with minimal preparation time.
  - Cross functional teams of 8 senior managers at a time went through the ‘kitchen experience’ – creating a menu, sourcing ingredients, preparing and serving gourmet meals to guests; guests who were usually drawn from the company’s young talent population.
  - Each ‘kitchen experience’ day was followed by a one-day, facilitated workshop which was used to reflect and learn from the previous day, encourage feedback on how individuals and the whole team had performed, launch a new leadership competency framework and kick-start the change programme.
  - Subsequent elements of the programme for the leadership population included 360-degree feedback and executive coaching.
- Results:**
- The kitchen experience proved to be a great metaphor for the organisation’s issues – especially in relation to customer experience, customer service, role clarity and team work.
  - The whole experience was filmed and video summaries created for all participants.
  - The intervention acted as a high impact, inspiring kick-off for the rest of the change programme, which continued through all levels of the business.
  - Many years later, the experience is still referred to by participants and undoubtedly went down in the history of the business.