

# Strategy Implementation

Leading  
Change



## Improving the focus and performance of a UK Commercial Team

### Synopsis

Compass Group UK & Ireland called in Leading Change to work with their re-structured Commercial Function. The newly appointed Commercial MD was determined to weld the team together, define clear strategic direction aligned to the business and develop better relationships with sector customers. Leading Change facilitated a 6 month change programme.

### Key Issues

Although the team had been successful under previous management, it was widely regarded as dysfunctional and had strained relationships with key business stakeholders. There was considerable tension within the Leadership Team, which lacked a coherent strategy aligned to business sectors. The team was focused on meeting short-term cost reduction targets, management standards had deteriorated and there was low morale.

### The Solution

Leading Change designed and implemented a foundation programme of three modules over a 3 month period with follow-up and review meetings. The programme addressed the fundamentals of effective teamwork using Lencioni's '5 Dysfunctions of a Team' model. We surveyed the team to understand attitudes and opportunities then created a framework for team functionality. We helped the team to implement a plan to improve their effectiveness and behaviours in every area of the model.

The next step was to help the team to design and commit to a clear strategic intent. This articulated precisely the effect that the team intended to cause and what success would look like to different stakeholders. This work

also scoped some important strategic workstreams that were required to deliver change.

In the final element of the foundation programme we used a 5QMA (mission analysis) process to help the team translate their overall purpose and intent into more focused short-term missions. Functional team leaders then 'back-briefed' the Commercial MD on 'how' they were going to deliver the team's objectives which helped to enhance trust and mutual understanding. Follow-ups over the next 6 months reviewed mission progress and refined clearer and simpler ways of working focused on effective team meetings.

### The Results

The foundation programme was rated High/Very High by 100% of participants:

"This is one of the most productive business development/change programmes I have been on during my career to date... It successfully helped the team to define, create and work to a common platform of values and behaviours. Some of the changes have been a step change from years of dysfunctional behaviour. I would recommend this programme to colleagues"

They have made significant differences to their relationships with one another and with key stakeholders through a more open and collaborative approach. Their relationships with business sectors now look and feel like genuine partnerships which are delivering measurable business results.

The Commercial function is much more respected and valued within the business which increases the probability of landing key change initiatives such as the group procurement framework and transition to category management.



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