

Case Study

Strategic Alignment

Leading
Change



Creating a mission-based operating model

Synopsis

Leading Change was engaged to align strategy, people & operations by Trader Media Group (TMG). TMG had an established corporate vision & five strategic priorities for growth although success could be interpreted in different ways & the connections between annual budgets, team & individual performance objectives were unclear. The company's operations were undoubtedly effective and the company were market leaders in used automotive publications.

Accountability for delivery of the 5 strategic priorities was very clear when the priority sat predominantly in one function, but was less obvious where they did not. There was limited alignment between strategic priorities and what people were actually doing, which meant that functional corners tended to be defended in meetings.

The Solution

Leading Change designed a process to create business-wide alignment around TMG's 5 strategic priorities. We introduced Strategy to Action process (5MAP) to the company's top 80 managers through the 'Leading through Engagement' development programme then implemented the 5MAP toolkit programme to the executive team to align team outputs to the CEO's strategic priorities.

Executive team members completed their own analysis of what was required to deliver the strategic priorities, using the 5MAP process, then back briefed the CEO. We trained HR business partners to facilitate the process within functional teams and provided coaching support, materials and quality control.

The Results

Introduction of a mission-based operating model helped a task and results focussed business to focus effort on their strategic priorities. Trader Media Group delivered outstanding results and growth relative to their competitors throughout a global economic crisis and very challenging market conditions. This sharper focus combined with outstanding management enabled the group to deliver a successful year with profit only marginally down year-on-year, which the Chairman described as a positive figure given the market challenges.

5MAP is now an integral part of the TMG operating model & supports the translation of high-level business objectives into team and personal accountabilities; this supports aligned individual objectives and is used as the basis for objective setting, performance management and individual development plans.

"The session really helped to move the exec team forward." Group HR Director

"We have used Leading Change Limited multiple times now at TMG and they always deliver great results. They have been influential in driving focus and structured vision/objective setting programmes." Director Digital Media

"The work that Leading Change has delivered has always been of excellent quality and I have also found that they proactively identify areas where they can add real value and support to TMG. I would highly recommend them." Group Learning & Development Manager



Leading Change Limited
53 Davies Street
London W1K 5JH

T +44 (0)203 170 8026

F +44 (0)203 170 8027

E info@leadingchangeuk.com

www.leadingchangeuk.com