

## Energising the Organisation



### The Challenge

Our global client had just completed 8 months of restructuring and there was a keen need to re-energise the organization in its entirety. The first step was a meeting of leaders from all 38 countries in the Europe Group. This was to be the 'Invent the Future' Europe Leadership Forum – for 200+ leaders in Barcelona in November 2010.

For it to succeed, this meeting needed to strike the right balance between acknowledging the past and focusing on the future, between tough business content and team-building fun. Our objective was to support our client in designing, planning and executing this complex, politically-charged and large-scale event within an 8 week timeframe.

### Square Peg Support

Square Peg Consultants had been integral to the restructuring team so were well placed to advise on effective energising approaches and deliver flawless execution.

### Project Management & 'managing the white space'

The Square Peg team played a critical role in project managing the event team comprising senior leaders, company staff and external suppliers. We owned the overall project plan, ran team meeting and communication routines and managed the event budget planning. As is typical of the Square Peg approach we provided additional value in identifying risks and issues in the 'white space' around the project and in proactively managing and resolving these as appropriate

### Design – overall shape and stakeholder engagement

The team developed a strawman approach to re-energising the organisation and tested it with key influencers across the business. They also facilitated a focus group of individuals affected by the restructure and strategically placed to influence the corporate climate of the future. Armed with this input we then supported the client project manager in designing the shape and high-level content of the Europe Leadership Forum. This was refined in consultation with senior stakeholders and a final agenda was set for execution.

### Detailed agenda design & facilitation

We then took responsibility for co-ordinating detailed content, facilitation flow and materials for elements of the agenda including:

- Warm-up quiz about the company's heritage, current position and future plans
- Core strategic pillar working sessions led by executive leadership team members – including designing novel activities to help participants re-connect with the organization's ambitions and their roles in bringing them to life.
- Team building photo & video safari competition - out and about in Barcelona

The emphasis in this meeting was on leader-led activity so the Square Peg team ensured business leaders were fully engaged in preparing their sessions and were thoroughly prepared, rehearsed and aligned in running their activities. We provided light-touch facilitation support as required.

### Result

The meeting ran smoothly and many participants highlighting its 'great energy', prompting our client Suzanne Young, Global Director, Organisational Design to comment;

*'I really valued Square Peg's support in pulling together a large scale event in such a short space of time. They consistently went above and beyond to make the event a success and we benefited from both their strategic & political skill in planning and their attention to the smallest details in execution.'*