

# Team Mobilisation

## Objective

Our objective was to energise all employees engaged in Project Pioneer and mobilise them to effectively support each other as the project began to build, test and implement the designed solution.

## Square Peg Support

We took the team out of their day to day work environments for an re-energising workshop focused on taking the project into its next phase. At the opening of the meeting the group created a living organigram demonstrating the interdependencies of all team members.

### *Team Pioneer together prepared to kick-start in-country implementation*

The Country Implementation Managers (CIMs) rehearsed for presenting the overall plan to their local management teams and responding to likely challenges. As a group, the Team identified gaps in the plan and integration items to be added.

### *Team Pioneer members clarified their expectations of one another*

We conducted individual pre-work interviews with participants and synthesised our findings in primer documentation. Reviewing this, the team agreed their expectations of one another in the next stage of the project.

***Team Pioneer members addressed the implications of moving to country-centred implementation*** The team worked together to agree the actions required for successful implementation in-country.

***Team Pioneer started to address the implications of moving to a new IT service company.*** Issues and opportunities arising from the move to Satyam had been identified in primer material and together the team developed a list of key concerns and questions to be addressed by the new partner. On hearing initial responses from Satyam senior leadership, the team's confidence levels in the new team members began to improve.

## Result

As a result of the workshop, Pioneer team members had clarified their expectations of each other, understood the implications of shifting from a 'process' to 'country' dominant perspective, and of shifting from the design support of Cap Gemini to the building support of Satyam.

Each group had a shortlist of concrete actions, to take away and put into place.

At the conclusion of the day, the group rated their own success at 'working together towards a common goal' very highly (8-9).



## The Challenge

With the separation of Birds Eye Iglo Group (BEIG) from Unilever, the business had to re-platform all its activity from telephony to reporting, across eight European countries. . The project, known as Pioneer was change at every level of the organisation. Following significant investment in the design phase Project Pioneer needed to move beyond the realms of IT into the business it was designed to support.

For the implementation of SAP to succeed it required that all the component parts come together leading to "go live" including data, the building of the solution, infrastructure, and business readiness - with a focus on local implementation. In addition, a new IT service company (Satyam) had been engaged to complete build and implementation.