



CASE STUDY



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STRATEGIC LEADERSHIP



THE LANDSCAPE.

Since its acquisition by BMW Group, MINI has retained a strong independent sense of brand identity.

MINI Plant Oxford wanted to create a strong leadership culture that built on the mix of heritage, was aligned to BMW Group, but was also uniquely their own.

MINI Plant Oxford now faced several challenges:

- Over 100 years of history had led to institutional behaviours.
- There was an expectation of a significant increase in production volumes.
- Quality standards had to meet BMW's premium standards.
- A new consistent approach to and understanding of leadership was required by everyone with line management responsibility, across all UK sites.
- The plants had to meet ever increasing targets. Plant Oxford had some challenges on several KPIs.



SPECIFIC CHALLENGES.

STRATEGIC PERSPECTIVE.

Most managers felt everyone needed to understand the strategic perspective better (both the direction and the bigger picture).

LACK OF TRUST.

All management levels felt that there was too much management interference and that the managers above them did not trust them to do their job.

SILO MENTALITY.

Many mentioned the existence of a silo mentality and lack of cooperation. Some talked about competition between departments rather than cooperation.

SHORT TERM FOCUS.

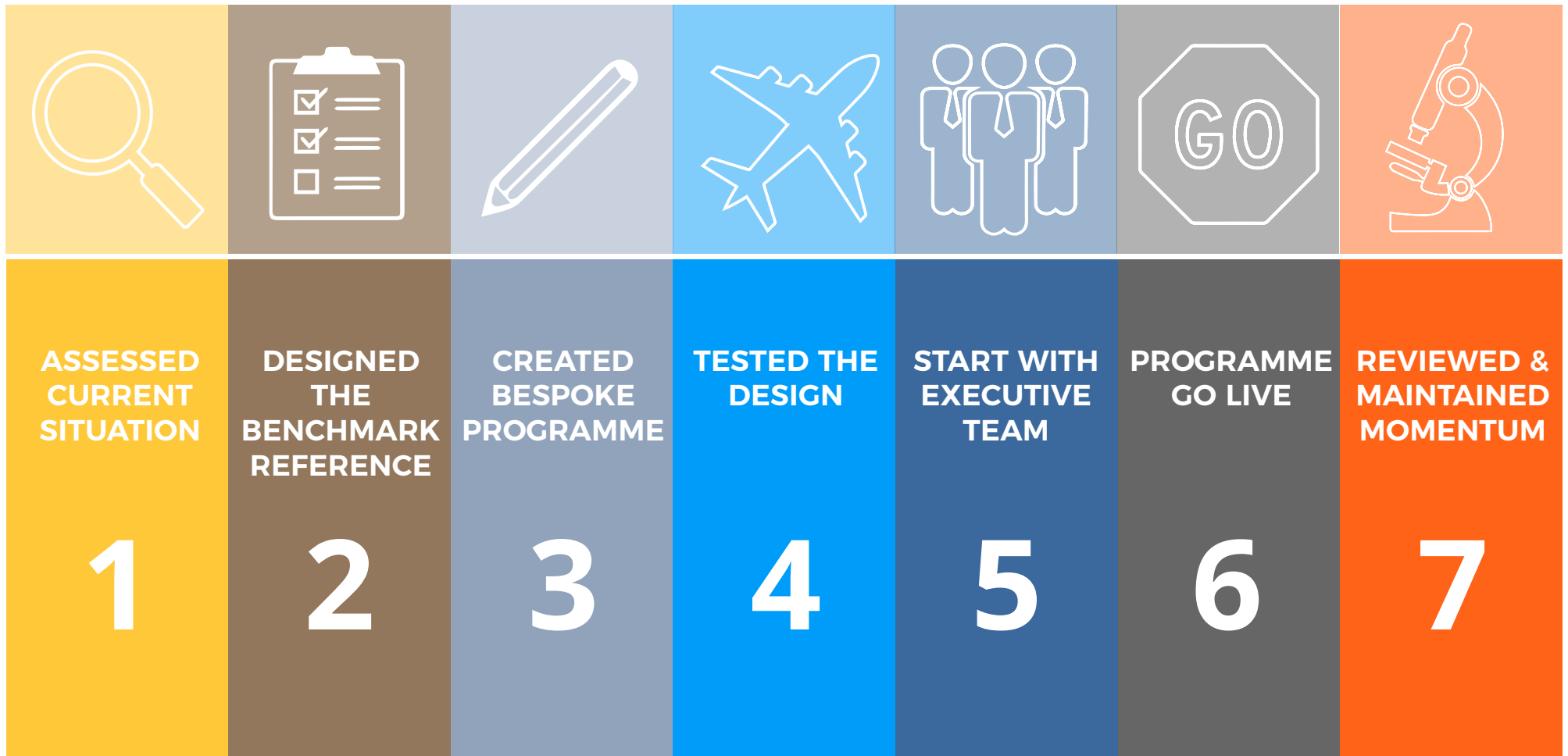
All levels agreed that too much of their focus was on the short term.

LACK OF TIME.

They noted that they didn't have enough time for people or to carry out their job properly.

LEADERSHIP DEVELOPMENT.

All management levels agreed that leadership development was needed at all levels.



OUR APPROACH IN 7 KEY STEPS



THE PROGRAMME.

Strategic Leadership conducted structured interviews with a large sample size of managers to get data for the project. Once collected, we broke down the response data according to function levels and site location. This research allowed us to create, with the in-house team, a project scope detailing the work that needed to be done. This joint project scope was presented to the executive team to get buy in and approval.

We then co-created the programme design with the MINI Plant Oxford Training and Development team in house. By working jointly, we were able to link our intervention with existing training provisions and internal competency frameworks. This avoided any repetition of content for participants and ensured our sections were embedded into the organisation rather than 'bolted on'.

The team set out to design a programme to address the findings identified by the managers at MINI Plant Oxford who we interviewed including:

- Increase strategic acumen (big picture)
- Develop people
- Inspire and motivate team spirit

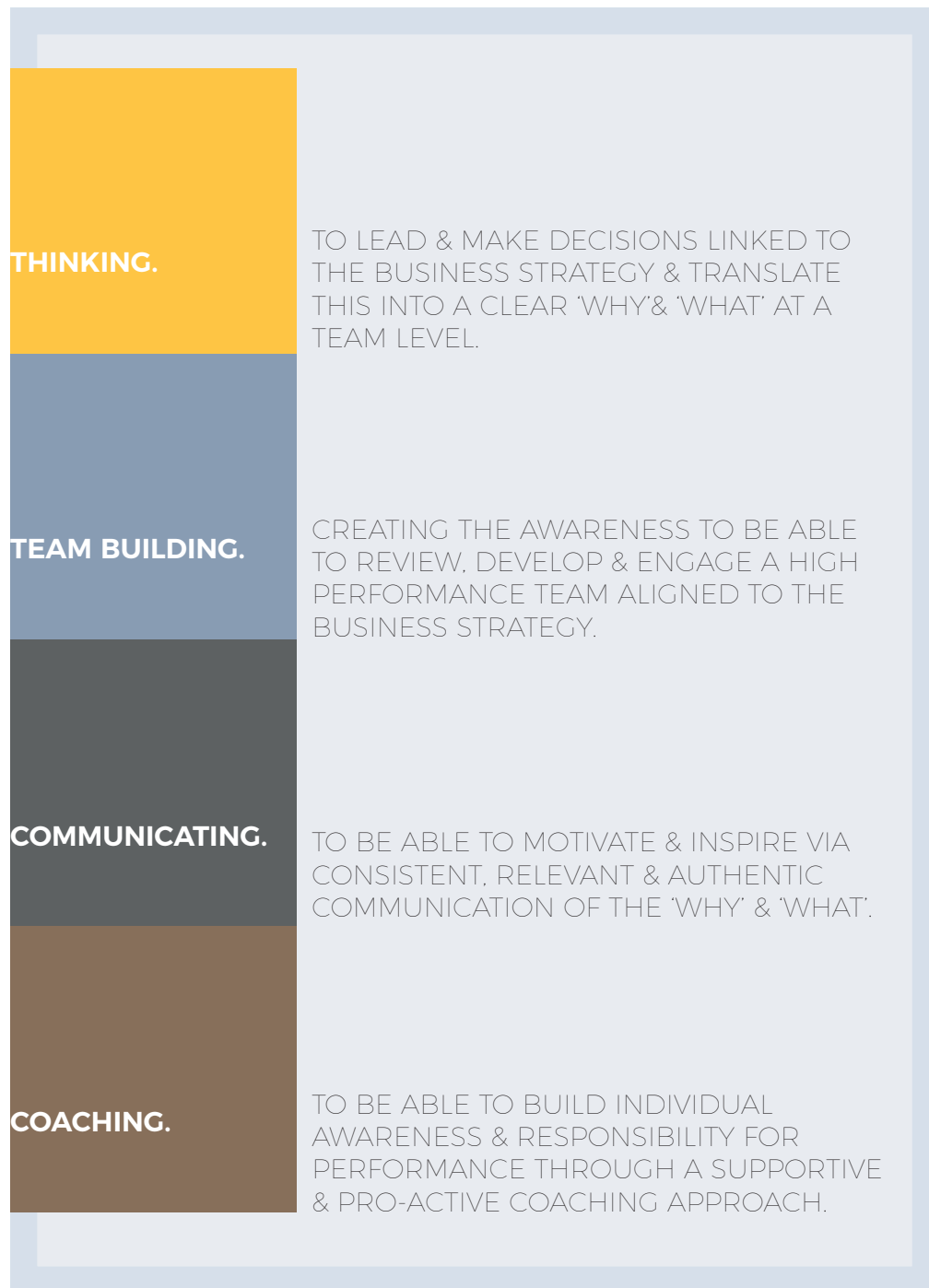


THE DESIGN.

A TIME SPACED LEARNING APPROACH.

The programme was comprised of 3 modules, delivered over 8 days, spread out over 5-6 months. This time spaced approach was used in order to maximise future learning retention and allow participants time to work on their personal course projects.

The course was to be delivered to 300+ managers over 3 years.



THE CONTENT.

(TC)² MODEL.

The content of the programme was co created with the Strategic Leadership Team around the (TC)² model. The (TC)² model describes the desired leadership traits and culture of MINI Plant Oxford. The model is pictured to the left on this page.

ACCOUNTABILITY.

Each participant had an 'accountability buddy' – another person on their course to aid learning throughout the process and help support with their project.

LEADERSHIP SHOWCASE.

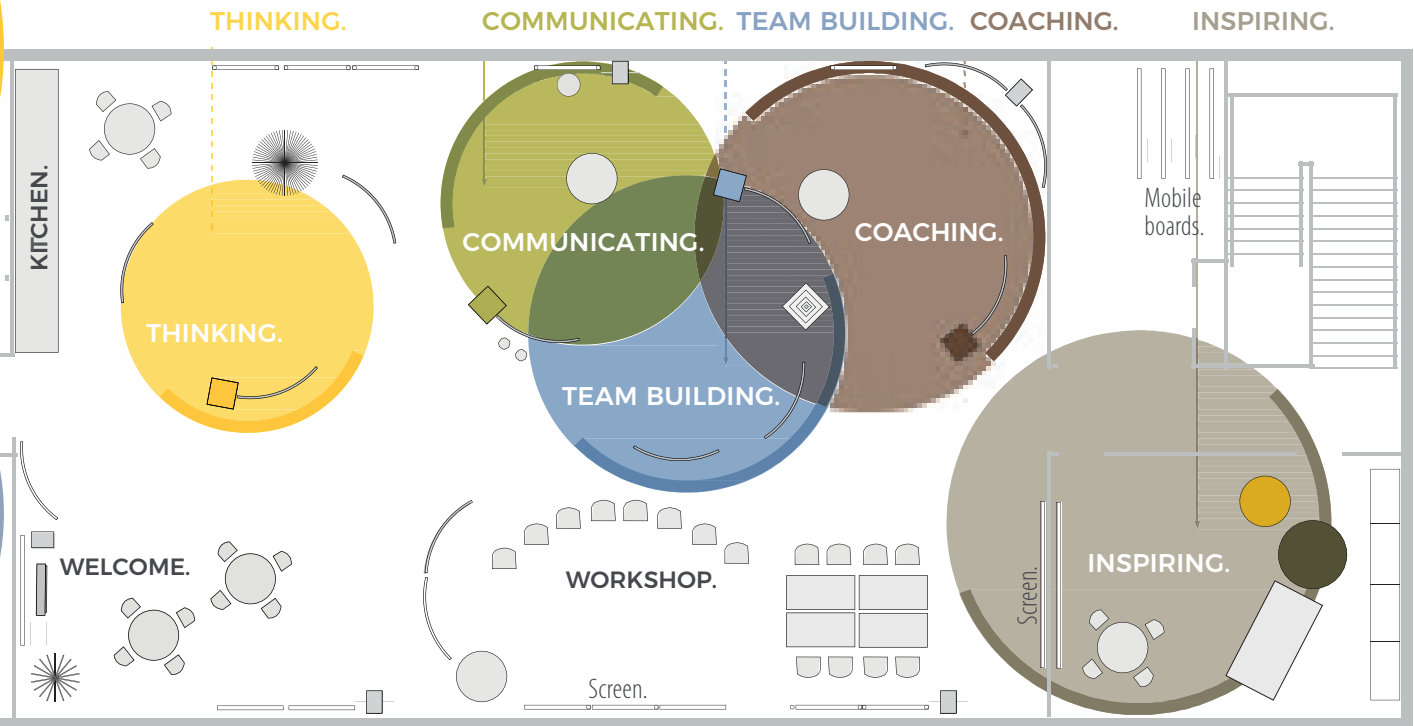
The course culminated in a Leadership Showcase day where participants presented the personal project (that they had been working on during the course) to the board.

The projects were ideas conceived by individual participants to improve an area of the business and needed to be aligned to the new leadership culture and strategy.



THE SPACE.

A DEDICATED SPACE WAS DESIGNED, FURNISHED TO MEET THE NEEDS & CONTENT OF THE PROGRAMME. THE AIM WAS FOR PARTICIPANTS TO BE ABLE TO MOVE FROM ZONE TO ZONE THROUGHOUT THE ROOM, AS THEY MOVED THROUGH THE PROGRAMME. MIRRORING THE LEARNING JOURNEY.



THE SPACE.

- The 'Space' can be used by teams to engage with the leadership concepts via a self – steered guide book
- Individuals can book time in the 'Space' to reflect, reference leadership material or take inspiration from it to address a business or leadership issue
- The 'Space' is a flexible workshop environment
- Departmental forums can use the 'Space' as it can be adapted to cater for larger groups



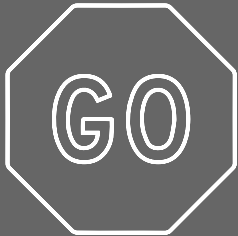
TESTED THE DESIGN.

We ran a pilot of the programme with a diverse group of managers from across the site. This initial pilot included representatives for core functional areas and project sponsors. The pilot enabled us to test our design and content against the real-world needs of the workforce. The feedback from this pilot led the final process design before roll-out.



STARTED WITH EXECUTIVE TEAM.

The first groups to go through the programme included all of the Executive Team. We wanted them fully involved to maximise buy in, ensure we were fully aligned with their strategic objectives and minimise any potential challenges. The Executive Team also got to see what their leaders would be learning and how they might need to adapt their own behaviour to be both role models and coaches for the process.



PROGRAMME GO LIVE.

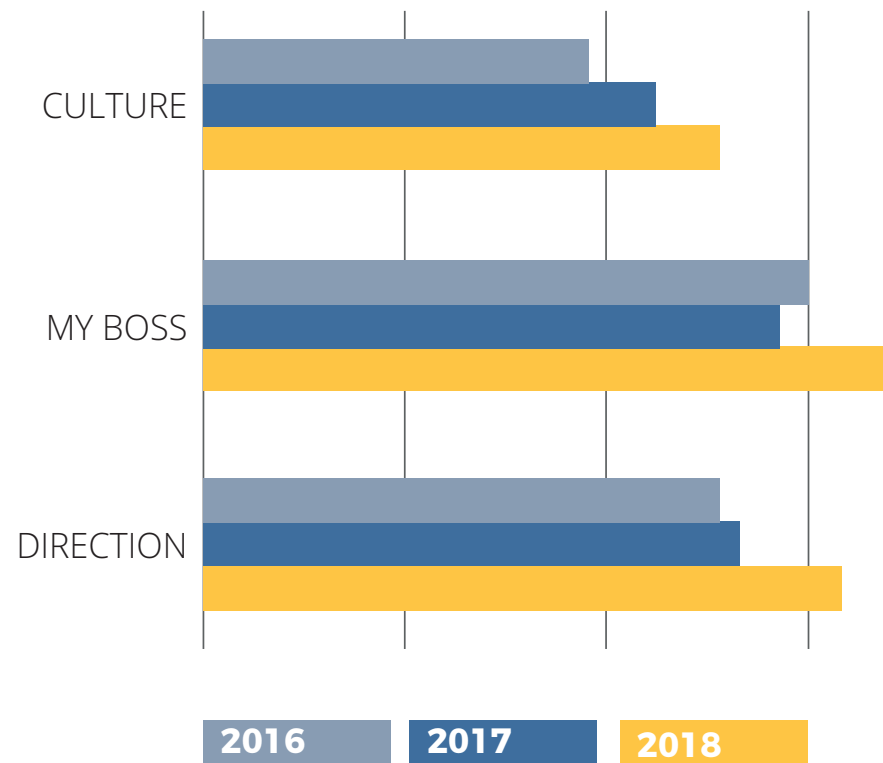
From this point the programme went live and was cascaded down through the management population of 300 plus over 3 years.



REVIEWED & MAINTAINED MOMENTUM.

During the programme we facilitated quarterly away days with the Executive Team to maintain their focus on leading the organisation. This enabled us to discuss how to communicate commercial updates such as pensions, review programme progress against the strategy and strengthen their team-working. It also supported when members of the executive team left, and new members joined the team. Alongside this we provided 1:1 coaching with members of the executive board in order to give individual support as well as our group input.

OXFORD



MINI Plant Oxford experienced a number of benefits as a result of our leadership development solution.

If we look at the Leadership Survey results from 2016-2018 for Plant Oxford (left) we see that all scores for culture, leadership and strategic direction increase significantly during the time of the programme.

During the 3 years we were intensively working with MINI UK on-site Plant Oxford went from being in the lower 50% of all BMW Group manufacturing sites worldwide to being in the top quarter across an average of all measures. In fact, in some criteria Plant Oxford is now ranked the best in the world.

Of course, leadership development was only one strand of their combined strategy. However, senior leaders have said that the leadership development programme was a key contributor to the results now being seen. Citing that leaders at all levels are now cooperating more across functions to reduce silos and are taking a coaching approach resulting in more sustainable problem solving as well as a reduction of re-work.

THE RESULTS.



"Excellent course, well delivered. I will use the content back in my workplace with my team immediately"

"The best course I have attended – thank you!"

"One of the best courses I have been on and I look forward to the next one"

"Please continue to work with us and help us to make this sustainable"

**PARTICIPANT
FEEDBACK.**



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*Strategic Leadership
designed & delivered
a holistic programme
with strong involvement
of all hierarchies and
tangible follow up of
impact to business*

FRANK BACHMANN
Managing Director