



Changing Mind-sets & Beliefs

Project Objectives:

Mindshare's Asia Pacific Regional Leadership were seeking to create an organic transformational change process that would secure its future success and growth in the region. Phase 1 of this process aimed to:

1. Generate enabled beliefs and behaviours within the APAC CEO group at a personal and organisational level that would:
 - Transform attitudes and create a mind-set and culture of embracing and stepping pro-actively into change at a personal and organisational level
 - Increase the level of confidence, competence and capability in leading and mobilising change
 - Reduce personal and organisational fear of failure
 - Build clear differentiation in culture and working practices in a way that redefined and rekindled the pioneering founding spirit of the company
 - Create greater clarity and ownership in developing a local and regional organisation that would be agile, pro-active and swiftly responsive to change
2. To equip the APAC CEO group with the knowledge and tools to be able to catalyse change within their markets in a way that supported the regional strategy and was seen as intrapreneurial and nimble.

Strategy, Tactics & Skills:

Phase 1 of the programme comprised three key interventions:

- Part 1:** Development and distribution of a Reflective Questionnaire to all Country CEOs based around the Case for Change and a Change Readiness Assessment, with content agreed with the Regional Leadership Team.
- Part 2:** One to one telephone interviews with each Country CEO by one of Berkshire Consultancy's Organisational Psychologists that followed a structured Change Readiness interview process.
- Part 3:** A Change Initiation event for all 18 APAC country CEOs plus key Regional HQ leadership designed to be a powerful orientation and change initiation event that would ignite the case for change; creating individual and collective clarity of participants' personal contribution in reshaping the business, create a roadmap and a sense of the journey ahead and gain agreement and buy-in to the next steps.

This event was designed around the 4-mat model of learning utilising a variety of well-established engagement and change methodologies such as Appreciative Inquiry, Reflective Practice and Action Learning, and informed by the psychology of change.

To reflect the organisational culture, the design was also highly experiential, participative and creative, utilising a variety of different media for reflection, communication, discussion and debate, whilst at the same time providing ample reflection for each of the country CEOs to analyse the collective data that had been compiled and shared from the telephone interviews. There was a concern that the organisation had tried and failed to mobilise and sustain similar change initiatives in the past so there was a degree of cynicism that needed to be surfaced and worked through. This required sensitive analysis, discussion and support of the regional leadership prior to the event.

It was also imperative in our design that we provide a clear route map process and an illustration of the potential consequences, risks and outcomes for such a major undertaking.



The Appreciative Inquiry process

Results & Evaluation:

Phase 1 was a resounding success resulting in

- unanimous buy-in and commitment to move on to Phase 2 by all country CEOs and the regional team across APAC
- consensus and set up of a number of work-streams and agreement on work-stream leads
- appointment of a Programme Director and agreement on a Governance Structure to support ongoing activity
- enquiries for similar interventions to be initiated in Europe, LATAM and the US
- advocacy from the regional CEO to bring similar initiatives into their parent company presented at the parent company Ex Co meeting resulting in recommendations to initiate similar activity in two other agencies across the Group.

Phase 1 Budget: £25,000.

Client sponsor quote

“Thank you, thank you ... Universally everybody found the whole experience both useful & inspiring. It's kicked off a major journey for us, and I can't think of a better way to have started it than with you. I really appreciate your support, guidance & expertise.”

Dates: February & March 2014

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