

DEI Client Case Study:

Inclusive leadership: Aligning the leadership culture of a global FMCG company with evolving consumer & employee expectations



We recently worked with a global consumer goods company that wanted to recalibrate its leadership culture in response to evolving workplace dynamics and employee expectations. The CEO also wanted to create a customer/consumer focused organisation to drive sales and expand market share globally.

OUR BRIEF

To collaborate with the organisation's leadership to engineer a shift towards a contemporary, inclusive leadership style that not only resonates with modern workplace expectations but also delivers results. Achieving this goal, required the development of new leadership capabilities at every level.



Recognising that change always starts from the top, we decided to begin by working with the global executive board and their direct reports - an influential cohort of approximately 80 people from across the globe. This group were the early adopters of the new leadership behaviours that focused on raising collaboration, promoting a customer first mindset, promoting inclusion, and creating a culture where every employee could perform at their best.

WHAT WE DID

Over six months we worked with this team across several different touchpoints:

- **CEO commitment and ownership.** We kicked off by meeting the CEO to ensure full alignment between our programme and his three-year business strategy. We used this opportunity to reinforce the importance of his role as the sponsor and owner of this transformation.
- **One-on-one conversations with executive board members:** During individual meetings with all executive board members, we explored their individual respective leadership styles, and sharpened their self-awareness around the impact they were having on their teams. These sessions also helped us foster higher levels of engagement and buy-in from this influential group.
- **Tailored workshops with the global leadership teams (80+ people):** The key enabler of this transformation was our tailored workshop series, designed to encourage adoption of new leadership behaviours. During these monthly virtual sessions, participants had the opportunity to engage in lively discussions, dissect real-world case studies, and role-play modern workplace scenarios. After-session reviews and practice were key to embedding the learning and drive higher levels of adoption.
- **Application of learnings between workshop sessions:** Between workshop sessions, participants were encouraged to complete assignments to apply newfound insights and test their new skills in the real-world, bridging the gap between theory and practice. They were also encouraged to share their learnings and insights with their teams.
- **Developing a shared language:** Beyond equipping participants with new leadership skills, our workshop series sought to cultivate a shared communication framework and language. This empowered participants to engage more confidently in difficult and sensitive conversations. Creating a shared language also promoted buy in as the message was cascaded throughout the organisation.
- **Supporting resources:** Throughout the programme, we provided participants with a curated list of supporting resources such as recommended books and articles, podcasts.

THE RESULTS

Our work led to outcomes in several key areas:

- **Mindset shift:** Over the course of the programme, we saw a significant mindset shift. Participants got increasingly more confident in embracing vulnerability, acknowledging their shortcomings, and recognising when traditional leadership approaches no longer suffice.
- **Customer First:** A new way of talking about and managing the business was adopted with a focus on serving the customer/consumer. This drove better business decisions, improved efficiencies and strengthen organisational collaboration.
- **Behavioural shifts:** Our blended learning approach that combined workshops, small group discussions and real-life applications led to changes in how participants interacted with their teams. Collaboration, openness, and mutual support increasingly became hallmarks of these interactions.
- **Navigating Difficult Conversations:** As a result of the programme, participants felt more confident navigating sensitive conversations, which helped to foster a climate of more open and honest communication.
- **Ripple effects across the wider organisation:** The transformation within the executive board and their direct reports had a cascading effect, impacting teams at every level and ultimately resulted in a workplace characterised by more inclusivity and employee engagement.

If you want to advance your organisation's leadership culture, then let's talk.

[Book an exploratory call](#)