

Client Case Study: How one food giant enabled its leaders to double hat



In the ever-evolving landscape of the corporate world, businesses constantly strive for innovation, growth, and adaptation. But how many recognise the need for a paradigm shift in their operating model and their collective capabilities to achieve it? One global food giant set on revolutionising the way we eat does.

To realise their vision, this company knows it must evolve its operating model. That's why it established a limited tenure working group consisting of leaders from various functions. Their task, in addition to their day job, is to explore ways to improve the company's operating model.

The company's Associate Director of Strategy and Transformation explains that the creation of this group and way of working led to the emergence of a new requirement: The need for leaders to adeptly double hat, managing their primary responsibilities while also contributing meaningfully to this strategic group.

And that's when this team turned to Liebfrog.



WHY THEY PARTNERED WITH LIEBFROG

Two things initially led Liebfrog to stand out: "It's strong reputation in leadership development and its ability to effectively balance two concepts - leading with clarity and decency. Liebfrog's ability to communicate and balance those two leadership aspects conceptually mirror what I'm trying to do here - enable our leaders to manage two things in parallel - in their case managing two unrelated yet equally important roles," explains our client.

THE BRIEF

Our task was to support the working group. To provide practical strategies to enable them to manage their dual responsibilities - balancing their commitment to group in improving the company's operating model with their primary functional roles.

WHAT WE DID

Liebfrog's Karin Mueller delivered a half-day workshop to provide members of the Working Group with practical solutions to three key challenges they face...

- **Balancing Two Unrelated Roles:** Participants needed the tools to manage two distinct roles effectively, without letting one overshadow the other.

- **Achieving Excellence in Both Roles:** With the group's C-suite sponsorship and high visibility, participants needed techniques to enable them to perform at their best in both roles without burning out.
- **Tangible and Practical Content:** The workshop needed to be practical, equipping participants with tangible tools and strategies that they could immediately apply to their daily work.

Our Double Hatting Workshop delved into the core challenges of prioritization, confidence, and the ability to say no. It helped participants understand that merely knowing what needs to be done is insufficient; true success lies in the ability to implement these insights.

THE RESULTS

Immediate Tangibility

"It is one thing knowing what you know," explains our client. "It's another being able to live what you know. Karin opened participants up to new ideas. She challenged them to think about how and when they could wear a double hat effectively. She encouraged discussions about the challenges they face when doing so, then provided practical tools and techniques they could directly apply to their daily work."

Thought provoking

"The quality of your 'yes' is determined by the quantity of your 'nos'. Karin shared a lot of

these very simple concepts," explains our client. "Yet when we started thinking about them in relation to our team, our working culture, and how we carry out our roles, they took on new meaning and sparked a lot of 'aha' moments."

Time well spent

"Hearing participants say they considered this workshop a valuable investment of their time was truly gratifying given the company operates a 'just in time' business model where time isn't a commodity but a luxury. Taking senior leaders out for a half day workshop, then have them say 'it was time well spent,' is a particularly satisfying outcome," says Karin

Behaviour change

We all know the true indicator of a successful workshop goes beyond participant engagement on the day. The true test is whether it has any lasting effects that positively impact ways of working. So, we asked our client, several months after this workshop, if he's seen any evidence that suggests such success...

"Since this workshop, people say no to me," he laughs, "and that's a good thing." He admits, it's not something he wants to hear all the time, but it's evidence that participants have found the confidence to say no. And, crucially, to prioritize what will best serve the company as it continues its transformation.

THE VERDICT

Impressed by both our workshop's delivery and impact, our clients says: "This workshop was tailor made for what we needed as a business. We recognised that evolving our operating model requires us to evolve the capabilities of our people. But the strategies shared in this workshop have a broader relevance. Identifying efficiencies, streamlining, and finding better ways of working, enabled our dual-role leaders to double hat. But I think leaders today are double hatting a lot of the time - even if it's not called that or recognised. And, in our complex world, even non-leaders often fulfil many different roles in life. I've already recommended that we re-run this workshop elsewhere in our business, but I'd go further, to encourage other businesses to consider it too."

Liebfrog's Double Hatting workshop bridges the gap between theory and practice, opening the door to improved leadership. If your people face similar challenges and would benefit from practical tools, to more effectively manage multiple responsibilities, we'd love to discuss how we can support you.

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