



CASE STUDY: GLOBAL FOOD & NUTRITION COMPANY

Removing the blockers from a great strategy

The Client: A global food and nutrition company had developed a well-conceived strategy for its Asian region. However, the senior team discovered that the implementation of the strategy was stalling and failing to deliver the anticipated impact. They needed to find the blocks or blockers. **They hypothesized that the problem could be limited buy-in or inadequate engagement, but they couldn't be sure. Everyone seemed to be on board.**

The Work We Did: Sensei was commissioned to help the Executive Board and senior leaders to have some 'brave' mission-critical conversations to diagnose the real blockers and identify the real enablers, particularly those that were 'adaptive', relating to their business priorities, hard choices, cross-silo interaction, monitoring commitments in action and having ongoing check-ins to solidify accountability. By 'adaptive' we mean human behaviour related, as opposed to systems & processes.

Through a series of Sensei interventions at team and personal levels, the Sensei team helped the Board to build a cohesive story that they could share with the rest of the organisation and use to align and galvanise the teams into action. A seemingly divided Executive Board came together, diagnosed what was stopping them without equivocation or accusation, executed a number of key decisions decisively, enrolled the next level leaders and focused them on objectives endorsed by the Board that cut across 'party lines'.

The Outcomes: **Within 3 years, they achieved their stated vision of being the best food and nutrition company in that region - in terms of growth, share, profitability and other metrics they considered relevant.**