



**How Quest helped
a client increase
strategic clarity
and create an
achievement
culture to deliver
better results**

The Opportunity

A newly appointed Chief Information Officer (CIO) for a large Fast-Moving Consumer Goods business found his team's priorities were misaligned both internally and with stakeholders' expectations.

The function did not have a clear strategy or focused goals, measures or targets to reflect what the stakeholders' expectations were or whether they were being met. Engagement was low and 150+ team members were falling short of achieving their individual and collective potential.

The Leadership Team wasn't leading by example, they weren't making smart choices and they avoided having courageous, honest conversations. Conversations had to be lifted to be more strategic and business-outcome focused if the team was going to achieve its full potential.

The CIO needed to build a sense of recognition and an achievement culture within the team. He was getting some traction around engagement and commitment through an existing team program, but it was important to find ways to continue the momentum.

The Solution

The CIO invited Quest to partner with his leadership team and help design a tailored program to build a unified team with one vision to strengthen the function's culture of achievement. The process involved:

1. The leadership team developing a strategy and plan on a page. The strategy and plan reflected the current business context and responded appropriately to stakeholder expectations;
2. Sharing the context, strategy and plan with the function's Top 50 leaders in an alignment workshop to increase understanding, invite their feedback and build commitment; and

3. Sharing the Leadership Team's strategy and plan with all 150+ team members in a high-impact event which built engagement and created excitement about the coming year, whilst also fostering a culture where people want to achieve.

The Results

As a result of Quest's involvement, the function championed by the CIO and the Leadership Team:

1. Built a holistic understanding of their function's strategic opportunities, challenges, evolving strategic situation and ambitions;
2. Created a strategy and plan which provided focus for people's achievement plans and bonus goals for the coming year;
3. Developed a strong sense of purpose, momentum, excitement and energy about the achievement of the function's strategy and business plan; and
4. Ensured that the team both wanted, and felt prepared, to achieve great things;

The team became more focused and had a greater sense of urgency in meeting business needs - as observed by stakeholders throughout the business.