

Fifteen's Leadership – Transformational Raising Agents.

"Probably the most powerful piece of personal development I've had - ever. I know the whole of the Senior Management Team will echo those thoughts." AL, Head of HR, Jamie Oliver Foundation

Introduction

The Jamie Oliver Foundation's *Fifteen* enterprise has been going through an awesome transformation! Their new Senior Management Team has been reinvigorating and challenging their business model to really shake up the scope of what they will achieve in the years ahead. They've also been busy blending the needs of their commercial business with their unique social mission to form a new, core brand essence which gets the absolute best out of all who experience Fifteen. This brand essence - 'Raising Agent' - now permeates their business. As Fifteen's mission has been 'to prompt in those who experience it a realisation of their own potential and empower them to do the same for others', 'Raising Agent' is the driving energy behind everything each member of staff – and customer – will bring.

Challenge

Fifteen does amazing work. They already change lives. Yet their CEO Penny Newman sensed a powerful opportunity to take things further by refreshing the connection of their teams to the evolving 'heartbeat' of Fifteen. This required every single member of staff – starting with the CEO and new Senior Management Team - to sense, harness, thrive on and uplift their collective energy and purpose. Aligning the energy of the teams these staff belonged to with the new Fifteen 'Raising Agent' essence was crucial. The first step was to align the CEO and Senior Management Team to ensure they operated with true power.

Opportunity

This was particularly exciting and challenging, as the business had already been undergoing considerable change – all in a difficult trading climate, too. So Fifteen's leadership transformation needed to be flexible, inspiring and fundamentally more powerful than anything experienced in the past. Most businesses struggle to balance the vision for tomorrow with today's harsh revenue targets, but Fifteen has it far tougher! Fifteen's complex further challenges include charity implications, the unique demands of a social mission developing young people and reputation management as part of the Jamie Oliver family of businesses. Successful delivery of this change under these circumstances required so much more than just leadership coaching. It needed something that would quickly but sustainably bring out the magic in people.

Solution

Genergy was chosen as the Partner to successfully deliver the change to the Senior Management Team. Genergy works completely differently to deliver fundamental transformation of leaders and teams. Genergy helps leaders create fundamental shifts by working 'in the moment' with the energy of who people really are. It's different - and very powerful.

Genergy worked with the very fabric of the CEO and the Senior Management Team. Helping the Senior Team align not just with the CEO - but also with the energy of 'Raising Agent' - was a further key element of enabling improvement to rapidly embed itself throughout the business.

www.genergy.uk.com
igniting bright sparks

T : 01444 441890 Email: Jonathan@genergy.uk.com
Genius Potential Ltd

The programme delivered by Generagy focused not just on how the Leadership team 'worked', 'thought' or 'behaved', but instead on who they are. In other words, the partnership thrived on people's emotions as well as their minds; objectives were agreed, but the means of achieving them was kept flexible from one session to the next in order to evolve and best harness the true energy of each unique, powerful piece of development.

Here's how it was done!

1. **All in one pan:** The entire London team (100 people) were brought together and energized on the first working day of 2010. People are still talking about it. Far from just a 'kick-off', this day was the powerful trigger of a business-changing journey. It created a sense of common, ignited uplift. Ideas flew in from all levels, with many dynamically subsequently implemented to move Fifteen forward. This day also created a powerful 'moment' to inspire staff to unleash their unique initiative, energy and individual responsibility to lead Fifteen at every level. An essential foundation of Generagy & Fifteen's partnership was to connect Fifteen's people with the true, unique energy and essence of Fifteen's core purpose. This is because once people are connected to the true purpose of an organisation, their decisions and behaviours flow – and are energised - from this connection.
2. **By example, ignition from the top:** A bespoke 6 month Inspirational Leadership programme was created for the CEO and Senior Team. Each day was planned with the CEO and Head of HR to build on the last session and fuel the growing energy and dynamics. But the 'remarkable power' of this programme was its ability to constantly react and adapt in the energy of the moment. As new progress, challenges, energies and successes emerged, the Generagy programme embraced them. Forget coaching, this was real-time, in-the-moment Generagy transformation of Fifteen's key people. Emerging development 'keys' to unlock the dynamics and awesome energetic potential of the team were seized upon! Highly experiential, these Inspirational Leadership sessions accelerated and ignited the Senior Team's connection with the new essence of the business.
3. **Strategic Raising Agent:** This in-the-moment work helped Fifteen's team identify an energetic 'template' of how Raising Agency could be strategically applied, measured and uplifted across the business. This now actively energizes all Senior Management decision making. It will also soon be applied across the whole of Fifteen!
4. **A fundamentally stronger leadership mix:** *Insights* Discovery profiling helped the team learn how to adapt and connect to each other more fundamentally than before. This helped them learn how to get the very best out of each other and as a Senior Management Team, deliver on a whole new level. Managers then learned how to instinctively harness- and thrive on the newly evolved energy and dynamics of the team. Fundamentally different - and more powerful - coaching and communication techniques then helped the managers transform the energy of who their people really are.
5. **1-on-1 Individual development:** As the programme developed, opportunities arose to work with key members of the team on an individual basis. In tandem with the group work to release team dynamics, individual leadership transformation then worked deeply to release blocks and unleash the unique potential and energy of the individual. As this was harmonized with the team work, all individual work was entirely aligned with the new leadership energy of the Senior Management Team.
6. **Future Leaders:** All activity was aligned to the strategy of the business and the new brand essence. A new, more active performance management process was introduced, which not only nurtured already-emerging leaders, but also inspired people right across the business to seize their opportunity to become a future Raising Agent. This meant that leadership momentum came not just from the top, but from right across the organisation.

Now, Fifteen is on the rise! The CEO and Senior Team are aligned around one heartbeat, vision and purpose. With the Senior Team starting to operate at a more strategic level, the CEO is freer to truly lead. Team dynamics have shifted for a new level of openness, honesty and healthy challenge to drive the business forward. There is also more personal accountability and key individuals are really stepping up to create and deliver change. The Senior Management Team can now appreciate and thrive on the complex demands of the business, and they deliver as a powerful collective. It's challenging, but their energy is stronger and bigger. And importantly, they're starting to deliver on a whole new level!

www.generagy.uk.com

igniting bright sparks

T : 01444 441890 Email: Jonathan@generagy.uk.com

Genius Potential Ltd