

‘Be Bold’ programme, 2017-2019

The challenge:

The Client raised its growth and innovation goals and realised they had to shift their culture to support this. Becoming **bolder** became a corporate level strategic priority. We created a **Bold Week** to catalyse this cultural shift across a global workforce of 8,000. Our programme was the centrepiece campaign to enlist people and create behaviour change in the company.

The details for the Bold project:

- **46** workshops, run over 2 days, for teams of 30 people, over 18 months
- **10** workshops for international teams (Argentina, Canada, Hong Kong, Australia, UK)
- **1400** staff have now been through a Creamer & Co. workshop
- **320** Bold Champions and Coaches came out of those workshops
- **11** Executives went through workshops with their teams. The Exec also had their own session

The workshops were immersive sessions that gave people the space to experience what being bold really meant and felt like to them. During Bold Week, individuals and teams aligned to specific “bold commitments” on their businesses, and created personal commitments that supported these. These commitments were incorporated into their performance objectives.

Leaders were asked to behave and show up differently to encourage bold behaviours in their teams. This resulted in a number of leadership lessons including: 1) Letting go and releasing the talent around them 2) Living with uncertainty 3) Receiving feedback from junior team members 4) Showing vulnerability along with everyone else.

The personal connection to this work led team members to volunteer to become Bold Champions in sustaining the work in their teams, as well as in their lives.

The Bold results:

Bold Week drove significant strategic and practical improvement in the following areas:

- 95% of employees have awareness of this programme. They can describe it in their own words, and now understand what Bold behaviours look like in their workplace
- 80% of employees now have a Bold priority in their performance objectives
- The Client saw a significant increase in the annual employee engagement survey on the following attributes:
 - My manager creates an environment where innovative ideas are acted on
 - My manager is receptive when I suggest new ideas
 - In my department people are encouraged to take thoughtful risks
- The CEO holds quarterly follow-up sessions with Bold Team Leaders
- Growth Culture online resources now contain a toolkit to develop bolder behaviours
- Bold behaviours are also measured in different programmes such as: Inclusion & Diversity; Talent Strategy; Employee Engagement Survey; Sales Growth targets.

“Working with Creamer & Co. felt like a true partnership. Where other consultants in this space spoke as though there was only one way, (their way), to pursue this work, Creamer & Co. were willing to work with us to understand what would work best for our organisation, to stretch themselves and us in turn to deliver truly valuable results.”

Vice President, Talent and Culture