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I was approached by Red Bull Headquarters when a member of the senior leadership team read my book *Culture Fix*. I had previously worked with Red Bull's Australia team and a couple of teams in the US, so my knowledge, approach and style of delivery could be vouched for by others.

The CEO had promised that 'Culture is Key' to future success at Red Bull and wanted to introduce a way of talking about culture and educating leaders on how they can ensure that it continues to support their growth plans and brand value.

I worked closely with the talent team to do the following:

- Appraise Red Bull's strategy and how it links to vision and values
- Understand where culture is currently mentioned in their learning and development materials
- Review the existing programs and tools used to educate people on culture throughout the organisation
- Isolate the culture learnings, as distinct from leadership
- Interview executives and key senior leaders from around the world on how they 'see' the Red Bull culture, what it means to them and what they'd like to see incorporated into any future program. This included feedback on what was working really well as well as opportunities for improvement.

The approach I took was highly structured with key milestones in order to be able to demonstrate progress to the Head of Global HR and the CEO. This allowed us to plan which events the new materials/thinking would be showcased at and when.

During my research, I found that many of the tools and programs in place already had culture at their core and it was important not to create something that ran counter to the programs that Red Bull already had in place. This is often an error most organisations make, they add more 'stuff' rather than streamlining what they have or helping people to better understand and apply what already exists.

We designed an approach that was more about 'joining the dots' for managers and providing a framework - using language synonymous with the organisation - for them to be able to better talk about and understand culture.

Working with the talent team we created a one-day culture learning experience for General Managers and Managers. We presented an overview of this to the Executive Team in Germany and then showcased it at a Global HR event in Austria.

We ran the full-day program in Austria two months later, which resulted in fantastic feedback and excitement about what was possible when each General Manager

returned to their country. We generated accountability groups and put the emphasis on immediate action to embed the learning and get their teams similarly excited.

The month after the program, the organisation sold more cans than it had ever done before!

The program continues to be run around the world to ensure that all managers have the knowledge and skills to maintain Red Bull as one of the world's best places to work.

Key learning outcomes:

- Managers who understand what culture is
- Managers who understand how to build and evolve vibrant culture
- Executives and managers who know how to spot the culture that they have and the steps required to change it (if required)
- Common narrative around culture

Key organisational outcomes:

- Reduced attrition of key staff
- Increased attraction
- Increased sales
- Stronger linkages between brand and culture
- Improved pipeline of high-potential people.

Learnings for you:

- Don't build new entirely new programs if those that you have already include the subject matter. Instead look for ways to educate people on how to connect the dots
- Co-creating the materials with an external expert ensures that you get the latest thinking and it adds credibility to your programs
- Ensure that new programs contain accountability and immediate action, otherwise there's a risk that senior people will enjoy the day, but that nothing materially changes
- Asking staff for their opinion ensures that things that may not be immediately obvious to head office, get built into the program
- Showcasing the work up front gets people excited about the delivery of it
- Create an experience, not a program, to ensure that it's something that people talk about for weeks and months

Feedback from the client:

"Colin is a rare breed. Colin's ability to offer such high standards of consulting where he truly dedicates his time and energy into thoroughly understanding our business and ways of working and then delivers outstanding results as a facilitator is scarce. This is why Colin has become an integral partner to Red Bull and will continue to be trusted globally by our people."

Chris Packwood - Global Head of Talent Development