

# CASE STUDY - Building Trust

## CONTEXT AND ASPIRATION

A large multinational organisation of >300,000 people began a transformation of the global HR function. As part of this, a global Talent Acquisition (TA) Leadership Team was brought together to set the vision for transformation of the TA function and lead the global TA community of 300 people through the change.

The Leadership Team had not worked together before, and most were also unknown to the global TA community. The team needed to build trust across the community, and with each other, in order to successfully lead the transformation.

## OUR APPROACH

A two-pronged approach was taken, focussing on the development of the individual leadership team members, as well as building trust and collaborative ways of working within the team.

As team members were located in 6 different countries, combination of face-to-face and virtual sessions were used during the program of work.

The work began with a face-to-face workshop where the Immunity to Change process was introduced to support the development of the individual team members. This was instrumental in helping the team understand their individual and collective behaviours and actions, which enabled them to establish a new foundation of trust within the team.

Regular follow-up sessions were held virtually as the team worked on live challenges, both within the team and across the global TA function.

**Trust | Leadership Team | Transformation  
Global Organisation | Immunity to Change  
Talent Acquisition**

## OUTCOMES

At the commencement of the work, each member of the Leadership Team was focussing on their own area of responsibility, abrogating overall leadership of the TA function to the Head of TA. As trust was built between the team members, a sense of shared accountability for the entire TA function emerged.

The Leadership Team's demonstration of trust and openness with each other and with the whole global TA community was credited with / led to the development of openness and a speak-up culture across the community.

*This work was undertaken between 2016 and 2018.*

