

Case Study 3: IT Function Alignment in Retail

Context:

The IT directorate of a major UK supermarket chain was preparing for a large pan-European IT programme that would fundamentally change business operations.

Challenge:

The National IT Director faced a management community operating in silos with poor cross-functional collaboration. When delegating strategic priorities, the result was often blame-fuelled failure rather than progress. Dysfunctional team dynamics were undermining the ability to form around strategic priorities.

Approach:

We delivered a streamlined version of our leadership programme, focusing on team integration aspects:

- Conducting a focused Launch session that established the need for urgency and coherence in the team while addressing strategic IT challenges
- Emphasising elements from Workshop 2 (Accelerating People Performance) to build functional collaboration and accountability and address dysfunction
- Implementing Workshop 3 (The Integrated Leader) components to address self-awareness issues among leaders
- Creating structured action projects between sessions that directly addressed strategic priorities and regular reviews to address a lack of collective action and dysfunctional habits
- Establishing clear sponsor engagement protocols to increase delegation effectiveness

Outcome:

The intervention enabled more effective delivery of the strategic priorities, improved speed of implementation, reduced costs, and decreased reliance on expensive contractors while building internal capability.

