

CASE STUDY



THE CHALLENGE

In more than 100 countries, McDonald's serves almost 70 million customers daily in its 36,000+ restaurants.

With a rich history of promoting its leaders from within – providing opportunity, nurturing talent, developing leaders and rewarding achievement – half its corporate restaurant managers and 60% of its owner-operators started out as crew at a McDonald's restaurant.

Its Global Shared Services (GSS) is decentralised in structure but needed to function as a cohesive team in order to drive common global solutions.

Back in 2008, McDonald's Shared Services team was a part of the company's IT group.

Its Chief Information Officer recognised the importance of developing teamwork and alignment across IT leaders, engaging the The Leadership Circle to lead this effort.

After its leaders had been through the process, they were asked to engage their teams in the program.

Around the same time as the division became McDonald's GSS – the first truly global McDonald's function – its Vice-President, Kelvin McLaurin, realised the importance of establishing leadership effectiveness in his team as an early priority.

"We needed to build a diverse, global team with leaders who could expand beyond their current capabilities."

FMCG
SEEKING COMMON SOLUTIONS
GROUND-BREAKING INITIATIVE
UNIQUE CHALLENGES

"It has become the common language"

THE APPROACH

Despite some initial hesitation, GSS has become the McDonald's division that applies the Leadership Circle principles most holistically and consistently.

As Kelvin explains: "While other groups leverage The Leadership Circle program, GSS is unique. It continues to use public feedback with each team member talking about their strengths and weaknesses in front of the group. It has become the common language across our team to onboard and develop our leaders."

In 2012, Kelvin took on a new role leading McDonald's Finance Transformation, bringing with him The Leadership Circle Profile program.

"Our Finance Transformation team also incorporated an assessment about the competencies and development opportunities of the team overall."

Meanwhile, one of his GSS leaders, Debbie Ballard, stepped into his former role, ensuring the program stayed ingrained in her team's culture.

"The Leadership Circle Profile enables me to step back and see why I'm behaving the way I'm behaving. It has helped me to grow as a leader and to model the things that I'm asking my leadership team to do."



The Leadership Circle®

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THE IMPACT

Over the years, The Leadership Circle Profile has helped GSS become a true shared leadership team, built on a culture of openness, support, trust and high performance.

As Debbie explains: *"It is part of our DNA, part of who we are."*

"We've now done multiple offsite meetings with our leadership team, focusing on individual and collective effectiveness."

"As a result, we've forged a cohesive, high-performing leadership culture in GSS."

She says her team members have been empowered: They can talk openly about their opportunities and gain support using a common language, creating an atmosphere of trust and support.

Importantly, that has spurred on success, with the GSS team achieving its five-year strategic plan in only three years.

It has set in place its 2020 Strategy to continue momentum toward its vision to be a world-class shared services organisation.

WE'VE FORGED
A COHESIVE,
HIGH-PERFORMING
LEADERSHIP
CULTURE

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