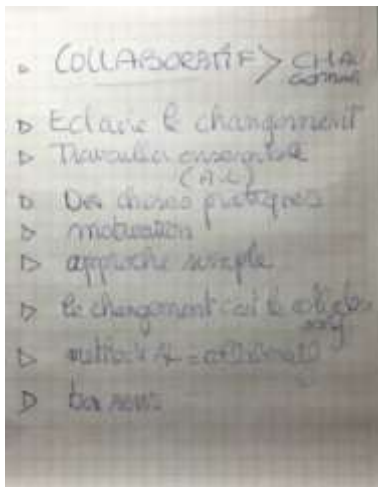


## CHANGING A CULTURE, ONE TEAM AT A TIME

When Auchan Retail contacted the La Rochelle Business School, it was clear they had a lot of challenges on the horizon. Just as any other global retailer, they are faced with high pressure on market shares and sales, changes in consumer habits, lower profitability and increasing prices for real estate. When the company leadership developed a new strategy to deal with these challenges, they also realized the need for more leadership at all levels of the organization and more collaboration across the different business units. They decided to pilot a new approach in Ukraine. In a very short time, internal leaders were trained to quickly spread the Action Learning methodology in the organization. In just a few months, these 12 ambassadors trained more than 350 colleagues in Action Learning basics.



Participants quickly saw the value of collaboration when dealing with complex business environments.

Here is how Frederic Henin and Kateryna Davidova from Auchan Retail reflect on the Ukraine experience with Action Learning.

«Auchan Retail in Ukraine has decided to implement collaborative approaches as we think that it is fundamental during the period of changing and management transformations. Action Learning as been identified as an integral method of collaborative approach and we have already trained over 350 collaborators and will continue to train newcomers.

The first feed back is very positive. The WIAL action learning methodology is 100% in line with our goal which is to move to collaborative behaviors and helps people to be more open minded, creative and innovative”.

The program is still in full roll-out and Auchan Retail is considering how to use Action Learning in the other activities of the group around the world.

Written by Peter Cauwelier based on a presentation delivered by Jean-Michel Cramier and Daniel Belet during the Poland WIAL Global Forum.

/published2016