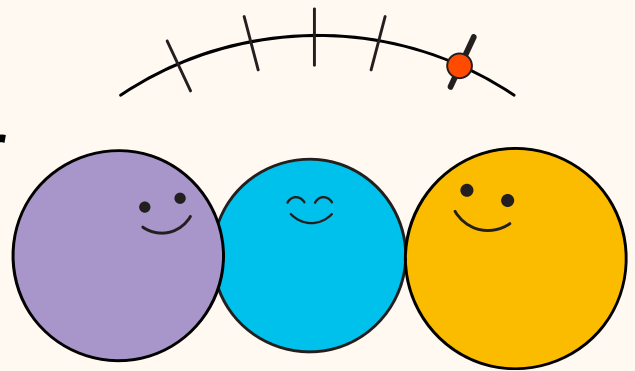


## CASE STUDY

# Preparing METRO Cash & Carry India's Leadership for Change: A Two-Half-Day Experiential Offsite

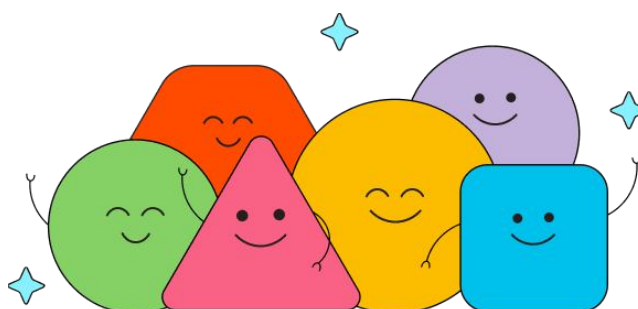


## About the Client

Metro is a leading international specialist in wholesale and food retail, operating in 34 countries and employing over 97,000 people worldwide. Metro Cash & Carry India, which began its operations in 2003, runs 31 wholesale distribution centers under the brand Metro Wholesale. The company's core customers include small and medium-sized enterprises like retailers, Kirana stores, hotels, restaurants, and caterers.

## Background

The client, Metro Cash & Carry, wanted to organize an off-site meeting for its leadership team, which included the CEO, their direct reports, zonal leaders, and sales heads, totaling about ~30 members. The purpose of the meeting was to prepare the leaders for upcoming changes and ensure the team could successfully navigate them.



## Problem

The leadership team needed to address the changes on the horizon and ensure they were equipped to lead their teams through them. The key objectives for the workshop were to:



Prepare leaders to be more agile in the face of upcoming changes.



Create an open forum to discuss the underlying fears and apprehensions related to the changes.



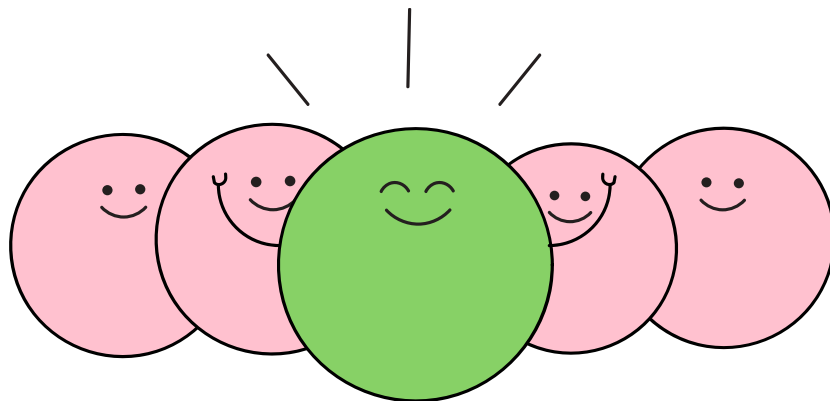
Break down barriers to collaboration.



Build a collective belief that organizational objectives could be achieved together.

## Solution

FocusU designed and delivered a two half-day experiential leadership workshop for the Metro Cash & Carry leadership team. The methodology was based on Kolb's Experiential Learning Cycle, which emphasizes learning through concrete experience, observation and reflection, forming abstract concepts, and testing them in new situations. The design balanced business alignment with space for open conversation, reflection, and social connection - so leaders could debate ideas constructively, commit to priorities, and return energised as a unified "first team."



# Execution

The workshop was conducted on August 4th and 5th, 2022, in Chikmagalur. The two-day program included a mix of activities and discussions to achieve the desired outcomes.

## Day 1:

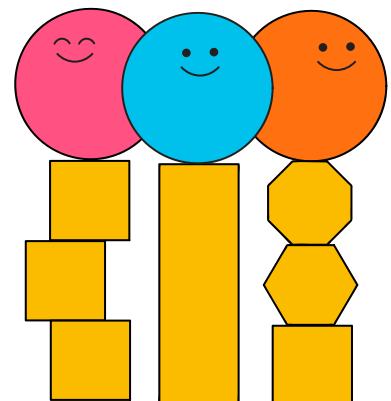
- **Activity:** Key Punch: A high-energy task to highlight agility, shifting contexts, and the idea that “what got us here won’t get us there,” opening space to voice apprehensions about forthcoming changes.
- **Activity:** Blindfold Squares: Teams, working in small groups, had to create three overlapping squares while blindfolded and with certain constraints. This exercise was designed to stimulate conversations around adapting to change, handling conflict, and identifying barriers to goal achievement.

## Day 2:

- **Group Discussion:** Derailers to our Plan: Teams were tasked with discussing and shortlisting the top five "derailers" or obstacles to their plans. They then had to create an action plan to address these issues.
- **Activity:** Our Personal Apprehensions: The leadership team was encouraged to share their personal fears about the upcoming changes. This activity aimed to create a safe space for open communication, with the Board urged to lead by example and then leave the room to allow for comfort in sharing.

# Impact

The experiential design of the workshop created a space for open and meaningful discussions among the leadership team. The activities, while simple, were highly engaging and energetic, helping to build team unity and facilitate conversations around crucial topics like agility, adaptability, and collaboration. The program provided the team with a rare opportunity to connect, debate, and align on what was most important for the organization.





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