



# iLEAD WITH MINI SPIRIT

## WORKBOOK

**BMW  
GROUP**



**ROLLS-ROYCE**  
MOTOR CARS LTD



# SMALL GROUP DISCUSSION.

Discuss your earliest\* memories:

- During that era what was the working culture like?
- What topics defined or dominated the automotive sector at that time?
- What did you love, what did you dislike?
- What could we learn from that time?

\*If you have been with BMW less than 2 years answer how you see it now





**What elements of your  
current role would have  
seemed impossible to  
'younger you'?**

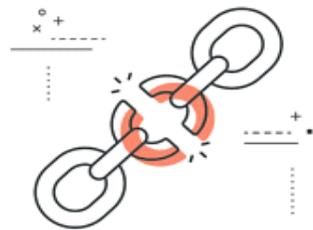


# YOUR IDEAS:





# BANI



**BRITTLE**  
Systems, structures, and supply chains that appear strong but can shatter suddenly and unexpectedly under stress.



**ANXIOUS**  
A pervasive sense of unease and anticipation of constant crises, leading to feelings of helplessness and an inability to control outcomes.



**NON-LINEAR**  
Events and situations that are not proportional, coherent, or predictable, making outcomes impossible to foresee.



**INCOMPREHENSIBLE**  
Problems and situations that are so complex and fast-moving that they become baffling and beyond rational understanding.

# YOUR IDEAS:





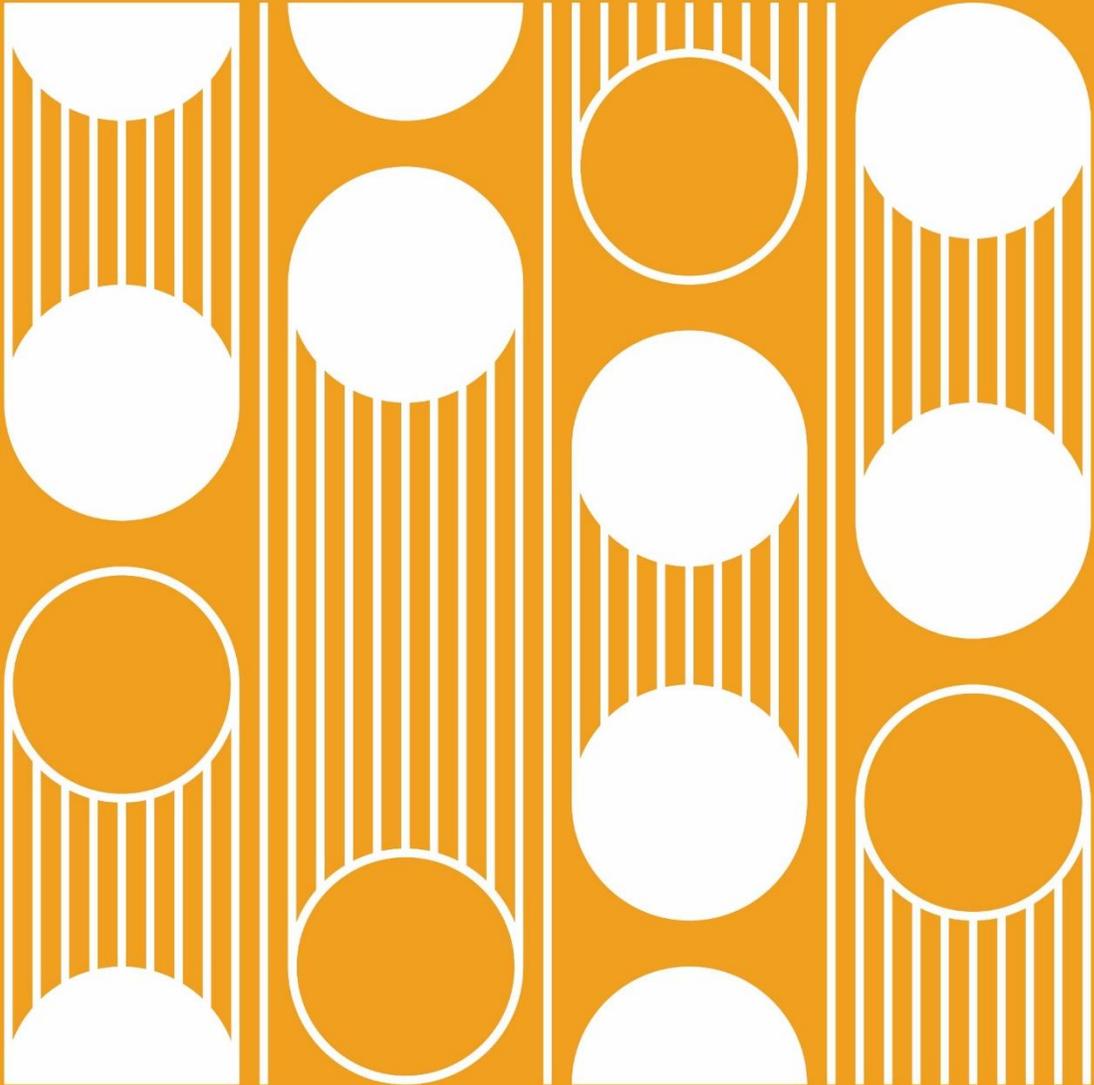
# REFLECTION IN GROUPS

1. Form yourselves into groups of three people
2. Explore the information and data displayed around the room
3. Discuss which items are relevant to BMW and might therefore have an impact (directly or indirectly) on Plants Oxford/Swindon
4. Agree which items from around the room are the most important for us to be aware of as leaders

Time: 20 minutes



# THE NUMBERS FOR OXFORD



# YOUR IDEAS:

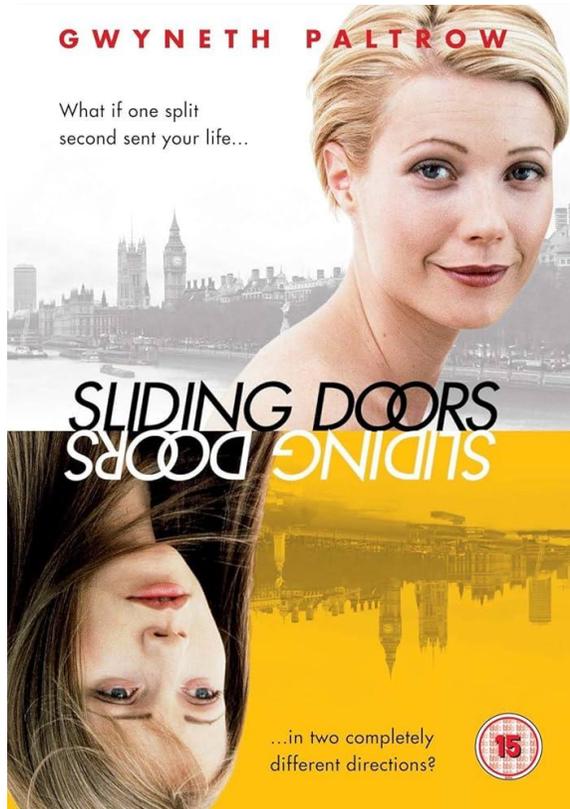


**In essence, Plant Oxford is not just a factory; it is a global hub that transforms domestic production into worldwide sales, making it a critical asset for the UK's trade economy.**

**Google Gemini  
When asked about Oxford's  
contribution to the UK economy**

# SLIDING DOORS ACTIVITY

Do you remember the movie?



- Look forward 10 years
- Use your knowledge of the strategy and dates for new model production to guess at what decisions/actions will be made in each year
- Include cultural topics, BMW topics and sales/marketing not just production topics
- **GROUP 1:** Image that at every step the BEST was to happen
- **GROUP 2:** Image that at every step the WORST was to happen
- Describe the consequences at each stage



# GROUPWORK

## 3-4 PEOPLE PER GROUP



Consider your answers to the questions below:

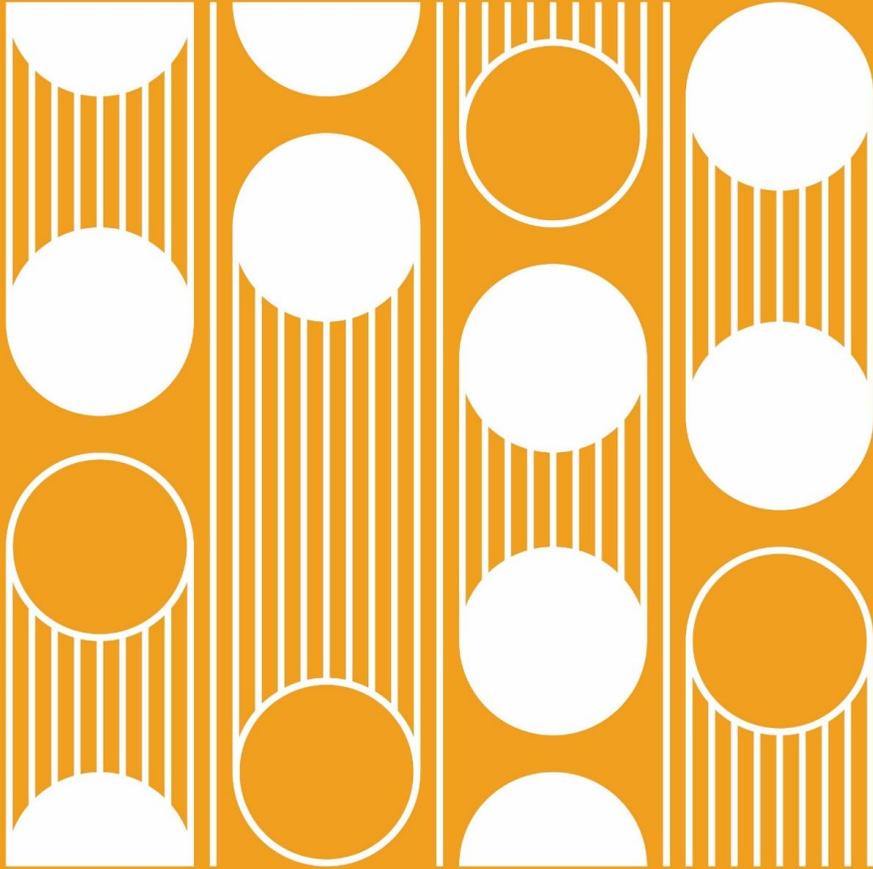
In all honesty and without exaggeration – what is the spirit that sets us apart?

How would you describe what we have that others within BMW (or the wider industry!) would struggle to copy?

Make notes in your workbook

**Time:** 10 minutes

# LEADERSHIP FIELD TRIP RULES



Be back **IN THE ROOM** on time

In your groups, go and find people, ideally from a couple of different technology areas.

Ask them what makes this place unique, try and help them move beyond banter to be sincere!

Check if the views align with the notes you have just made.

# FIELDS OF ACTION.

## PROFITABILITY

To remain competitive in the current business landscape, we are focused on enhancing our procedures, streamlining our processes, optimising our resources and reducing our costs.

## PROCESS EXCELLENCE

Process Excellence is evident throughout our entire Production system and as a result we are recognised internally and externally as a world-class automotive manufacturer.

## PEOPLE

People play a vital role in implementing our strategies and goals. Providing a supportive work environment and advancing professional growth through training promotes high employee satisfaction, a positive company culture, and increased performance levels.

## SUSTAINABILITY

With sustainability a crucial focus in both our organisation and the wider world, we prioritise environmental responsibility and ethical practices to minimise our impact on the environment.

## DIGITALISATION

Through implementation of advanced digital technologies, we will optimise our workflows, drive efficiency, and increase productivity within the network.

## QUALITY

Quality plays a key role in our operations. By using employee training and a customer-centric approach, we continuously deliver superior quality products to our customers.

## PRODUCT

By developing our plants and having our products function in harmony with a global production network, we ensure the highest level of efficiency, productivity and preparation for our future.

## STRATEGIC ENABLER

### STAKEHOLDER MANAGEMENT

We prioritise effective stakeholder management as a critical component of our strategic planning, understanding and aligning key stakeholder interests to ensure the successful execution of our strategic initiatives.



THE HOME OF MINI.  
**SHAPING  
OUR  
FUTURE.**



# RANKING THE FIELDS

Individually, for your own area

Rank the 8 fields in order of relevance/importance to you and your team

- 1 being most important
- 8 being the least relevant\*

Write your answers on the image

\*This is a relative judgement since ALL 8 fields are critical for business success!

## FIELDS OF ACTION.



**The secret of change is to focus  
all your energy not on fighting  
the old, but on building the new.**

**Socrates**



**WHAT DO YOU NEED TO  
LEAVE BEHIND IN THIS ROOM  
TODAY IN ORDER TO MOVE  
FORWARD WITH OPTIMISM,  
PASSION AND ENERGY?**

**Let go of something old that no longer serves you,  
in order to make way for something new.**

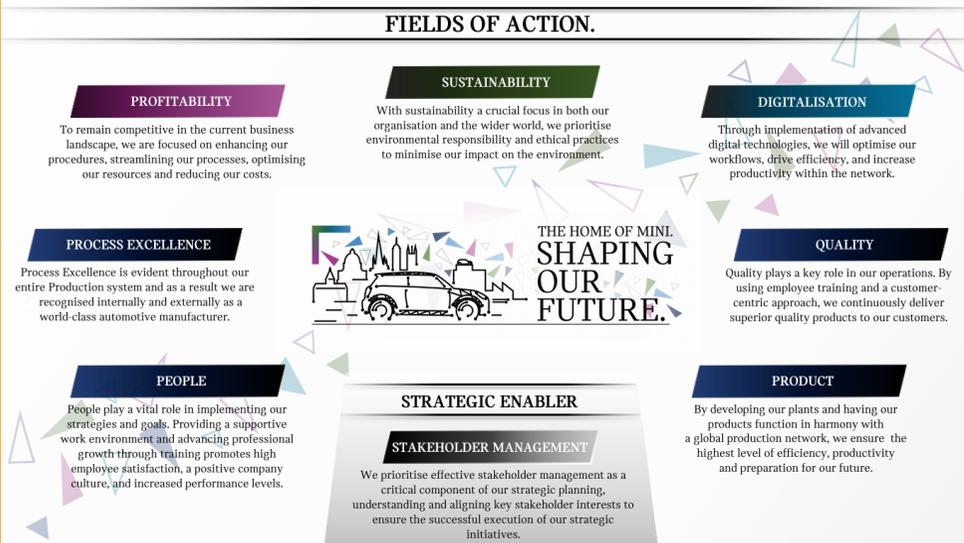
# YOUR IDEAS:







# EXPLORING THE FIELDS



Work in small mixed functional groups

Discuss which field(s) of action you believe you (personally or your team) make the biggest contribution to

Also share which one(s) you feel most passionate about



# CONSULTING PROCESS

Step 1: Introduction of the issue (5m)

Step 2: Exploration (10m)

Step 3: Gossiping (10m)

Step 4: Problem holder's reactions (5m)

Step 5: Evaluation (10m)

Follow the instructions in your workbooks exactly!

Total time 40 minutes

# CONSULTING PROCESS STEP BY STEP – PART 1



## **Step 1: Introduction of the issue (5 mins)**

Pick a person with a problem to be the presenter. The presenter briefly explains their problem to the group, or gives an account of an experience (something they are challenged by).

## **Step 2: Exploration (10 mins)**

Group explore the issue or experiences by asking questions (preferably open questions) and as much as possible, by using deeper levels of probing.

## **Step 3: Gossiping (10 mins)**

The presenter takes a seat outside the group, with their back to the group, and does not take part in the ensuing conversation. Listens attentively and takes notes of what stands out or strikes a chord. The group 'gossip' about the presenter's problem and its possible background, causes and solutions. They explore how the presenter sees things, what guides their behaviour and what is being taken for granted?

Group ultimately arrive at a number of statements about alternatives to the situation presented, their conclusions and what could change if the presenter were to change their mindset to make different assumptions or take different actions.

# CONSULTING PROCESS STEP BY STEP – PART 2



## Step 4: Problem holder's reactions (5 mins)

The presenter is welcomed back to the group and reflects on what it felt like to be on the outside listening in. They then go through their notes explaining

- What parts of the gossip touched a chord or which parts stood out.
- Whether they reject or accept any of the concluding statements made by the others at the end of step 3

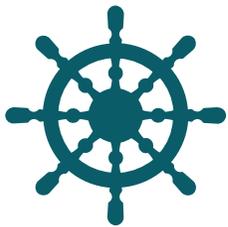
## Step 5: Evaluation (10 mins)

The presenter and group look back at the consultation and ask

- What did they gain from it?
- What did they observe or learn about how others engaged with the process?

Finally, the presenter identifies the action(s) they will take away and act on.

# INCREASING POSITIVITY



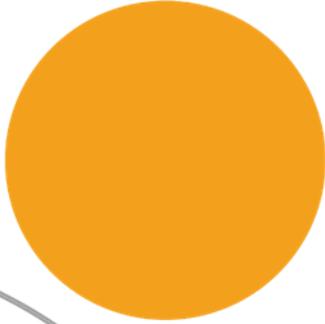
**Control &  
Concern**



**Strengths  
Focus**



**Reframing  
Technique**



# HARNESSING POSITIVE ENERGY: GROUPWORK



Form three groups, mix it up a bit!

Next, in your groups discuss in what ways you notice when colleagues and associates in your team/network feel negative or lacking positivity about the future.

**Time:** 15 minutes.



**There is no judgement attached to this conversation**



**Describe in practical and specific terms**

# YOUR IDEAS:



# HARNESSING POSITIVE ENERGY (2)

## INSTRUCTIONS FOR STATIONS

Spend **30 minutes** at each station

At each station please follow this structure:

- 1) **Review the model** being presented, discuss who is familiar with the model and ask them to share their knowledge and insights
- 2) Use the following questions to stimulate new ideas:
  - Think back to the stories of each member of your group and discuss for **whose situation** might this approach or model be useful?
  - In what ways does **AI** say we can use this model for this situation?
  - What type of things could you say that would resonate with your team/colleagues? i.e. **what language, phrases** etc.

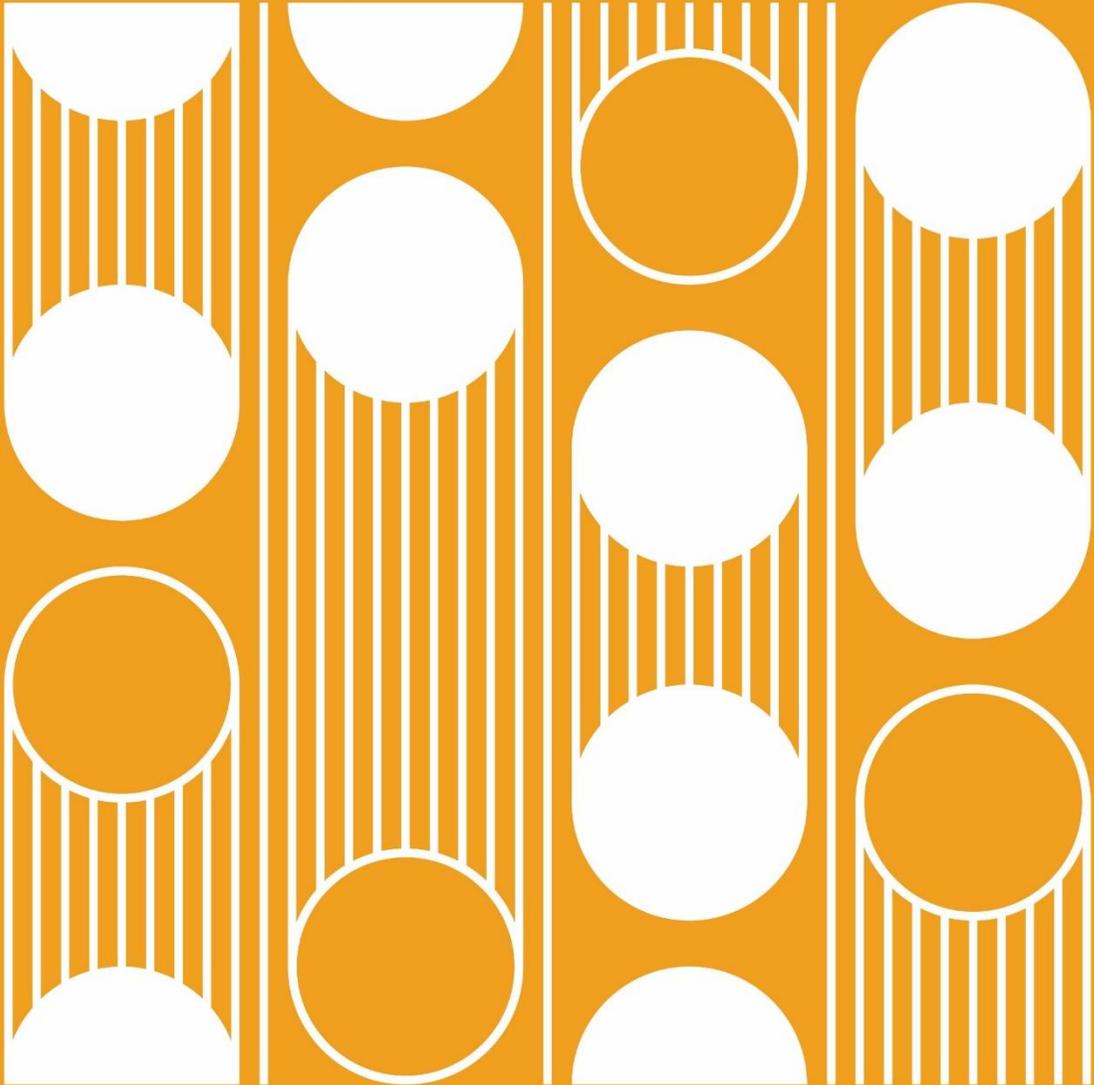








**CREATING  
CLARITY DESPITE  
EXTERNAL FOG**



# STRATEGIC ALIGNMENT & DECOUPLING



In times of extreme uncertainty teams get distracted by constant, minor shifts and a lack of clarity. Leaders can use this approach to create a stable internal 'North Star' while allowing for flexible execution.

## Define the 'Stable Core'

Leaders need to identify the **top 2-3 immutable objectives** that must hold true regardless of turbulence. Everything else is negotiable. This creates a **"Non-Negotiable Filter"**: A tool to test if the team are focused on the right things and to challenge new requests against, eliminating unnecessary work.

## Decoupling Strategy

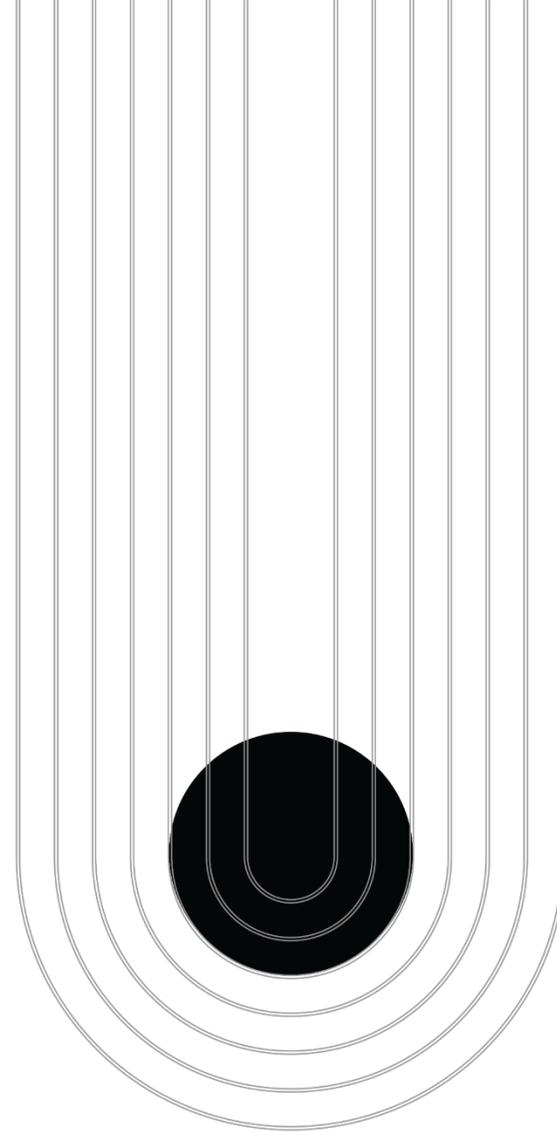
Introduce the concept of **decoupling the *long-term vision* (stable) from the *short-term tactics* (agile)**. Acknowledge that the broad 'mission' is solid, but the next 30 days might change. Commit to a brief, structured tactical review every 30 days with the team to adjust if needed, preventing a reactive culture.

## Re-Prioritise

Consider **Risk/Impact vs. Effort/Control** as you make decisions about where to invest energy. Focus team energy only on high-impact, controllable tasks. Ask your most senior colleagues to write a **"Stop Doing" List** where they identify and commit to immediately halting 3 low-impact activities.

# PAIRS ACTIVITY

1. Find a partner
2. Decide which of you has the most uncertainty in their area of responsibility
3. Use the three step Strategic Alignment & Decoupling process
4. Act as a coach to your partner, ask questions and challenge their assumptions!





# The **OBJECTIVE** of strategy is...

What our 'customers' love about our offering  
...and our 'competition' finds hard to copy (i.e. MINI spirit)

# “OUR STRATEGY SAYS....”



## “We can support by....”

### TOTAL LEVEL STRATEGY

BMW Group

Fields of Action



### LOCAL LEVEL STRATEGY

What we do (or *could do*) in our team that gives **competitive advantage** to Oxford/Swindon



# LOCAL LEVEL STRATEGY



Develop a compelling and desirable picture of the future (a vision) for your area of responsibility – where do you want to see it in 2027 (for example)

Think about your definition of MINI Spirit and what your team does really well...

Define your priorities “how do you plan to ‘win’ in your area of responsibility”?

Define the measures or indicators that would prove progress on those priorities, include ones that would reinforce the desired behaviours.

How can you increase agility and entrepreneurship?

**VISION:**



**OUR PRIORITIES:**

**MEASURES/INDICATORS:**

**WAYS TO INCREASE AGILITY:**

# GIVING APPRECIATION .... PROPERLY



Empty rectangular box for notes.



# YOUR IDEAS:

