

## |CASE STUDY: Mind Candy



### Management Development Programme

Founded in 2004 by internet entrepreneur Michael Acton Smith, Mind Candy has become one of London's darling tech companies. Their hugely popular digital children's entertainment brand, Moshi Monsters, has quite literally taken the world by storm. The Moshi Monster brand has millions of users around the globe.

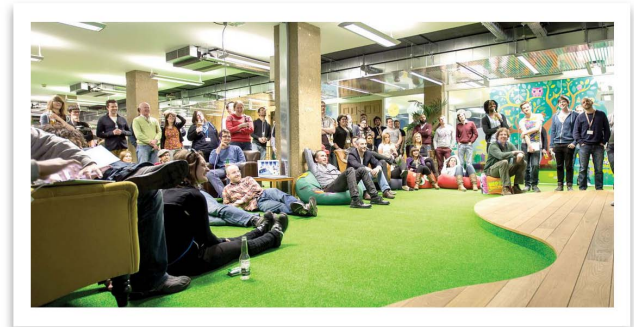
### |THE CHALLENGE

Like many young, **fast growth tech companies**, Mind Candy had evolved from an organisation with one highly successful core product, into a much larger enterprise. Managers were now dealing with a level of complexity they had never had to handle before.

Their ways of working were stretched and it wasn't going to get easier, as there were several high profile new products in the pipeline. Mind Candy's management needed to undergo **significant changes**, and prepare the ground for becoming a multi-product company. All staff needed to be aligned around the same goals, ways of working and culture, so that future growth wasn't jeopardised.

### |THE SOLUTION

Mind Candy was determined to improve their management, but not through a traditional training course - they felt that training was too rigid and put too much focus on compliance. What they needed was development, emphasising **performance** over compliance, focussing on the future and taking people out of their comfort zones.



One Performance developed a three day programme, which was rolled out in one month, for three groups of 50 in total. The content was carefully crafted with input from the Mind Candy management team. This ensured it addressed the **business gaps** they had, and delivered in a culturally relevant way. Through an iterative process we created modules, activities and workshops. These sessions challenged, educated and informed managers' thinking around 5 core topics, encompassing **leading strategically** and **managing powerfully**.

Programme feedback speaks for itself; attendees found the content and delivery '**truly inspiring**'. The business leaders not only saw the change in output but a difference in the way people behaved, as a direct result of the management and leadership development they'd undertaken.

### |THE OUTCOME

The culture is still one of **creativity**, doing extraordinary things and having lots of fun, although managers now have more skilful techniques and **better tools** for managing and leading their teams.

Since this project was completed Mind Candy has undergone a **huge transformation**. They have increased their online user base to 80 million, with the launch of groundbreaking new digital products. Not only that, they have successfully expanded offline, with best-selling books, music albums, theme parks and even a movie!

