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# The Long Road To The Top Always Starts At The Bottom

*It wasn't so much a problem, but a once-in-a-lifetime opportunity that prompted Roland Edin to pick up the phone. With everything on the line, he had but one chance to get things exactly right. Despite possessing a strong determination and drive to succeed, Edin also required the expertise of a trained professional to ensure that his one chance at success turned out to be exactly that...a success.*

*Edin is the founder of Landro Ltd., a franchisee of McDonald's Corporation, located just outside Stockholm, Sweden. At McDonald's, everyone starts at the bottom and works their way up. The same holds true for franchisees. To have the opportunity to own multiple franchises, it all starts with successfully launching an initial store. Edin understood what was on the line as he invested heavily into his first franchise.*

## Modest Beginnings

Edin had experience in the grocery industry, specifically in the realm of cheese, but had never been responsible for owning or operating a restaurant franchise. This was an entirely new endeavor for him. While some of the staff members had modest experience in the restaurant business, some as shift leaders at others McDonald's locations, the staff was also generally unseasoned when it came to real-life work experience in a fast-food restaurant setting.

The heat was on Edin, considering the high operations costs associated with a people-intensive business. Knowing that he would be judged and highly scrutinized by the parent corporation during his first foray into franchisee ownership, Edin understood the importance of getting things right the first time. There would be no opportunity to purchase additional stores unless Edin could prove he understood how to effectively operate a McDonald's franchise with a successful initial launch.

## The Challenge

With an organization full of unseasoned employees, including himself, Edin had to learn on the job while ensuring everyone else got properly trained and learned worked efficiently together.

Anyone wanting to work for McDonald's must start at the bottom. The company has programs for newcomers, ordinary staff members, shift leaders, supervisors, managers and owners. These training programs often focus on human interaction between workers and stress how important it is for workers to realize that everyone is different.

McDonald's stresses how these differences can truly create synergies for the organization if they are understood and respected. While McDonald's points out the value of people's differences, Landro Ltd. still needed to find a way to uncover how to use those differences to the company's best advantage.

The dedicated staff was trained to standard McDonald's requirements and were united in trying to do their best work. Edin also wanted to find a way to develop them on a personal level that was in harmony with his own beliefs



***“Everyone starts at the bottom and works their way up.”***

and attitudes, while training them to become more efficient to meet economical needs. Consumed with finding ways to help his business to succeed, he was receptive to outside advice and sought counsel from those willing to share useful ideas.

## The Expert

Lennart Strandberg of Kreafor Ltd. is a local business coach who held the position of secretary for the local business association. Strandberg initially connected with Edin when attempting to recruit him as an association member. Edin openly discussed the challenges facing him and his new business and Strandberg suggested using assessments from TTI Success Insights as a potential solution to hiring the most effective staff and getting the best out of these employees.

**As a result of the McDonald's training, the organization understood what they needed to do. Through TTI SI assessments, they could uncover how to do those things.**

Strandberg appeared at the restaurant to take inventory of what he saw. He observed that everyone on staff had a great attitude and got along well, but they worked with an individual focus, instead of collectively as a team. The lack of experience showed in many workers' ability to only do one task at a time. To get a feel for life as a McDonald's worker, Strandberg even manned the french fry station for an afternoon to truly understand the rigors of daily life in a fast-food environment.

## The Diagnosis

At the time, Edin had a relatively small management staff of around ten people, consisting of shift leaders, managers and administrators. Strandberg suggested doing an analysis of the behaviors and drivers of each member, to help identify common behavioral themes and the reasons behind those behaviors. The DISC assessment identified behavior styles while the motivators assessment uncovered the why behind those behaviors.



The shift leaders, and some of the regular workforce, used - and continue to use - those assessments exclusively. When Acumen (ACI) and Emotional Intelligence (EQ) were later introduced, these tools were introduced by the management team to paint an even more thorough picture of how they could be best utilized in their roles.

**The information found in the assessment reports made light bulbs go off for many members of the staff.** They now began to understand and identify the differences between people and their behaviors and they learned how adapting to different behaviors made for a better work environment. The TTI SI tools were the missing piece that took the theory behind McDonald's training and brought it into practice.

Utilizing the information from the reports gave the management team a better idea of where each person's strengths and weaknesses were. This made it easier to assign tasks and roles that played to each person's strengths. Doing so made the process of building an effective team much easier. There was a clear understanding of the purpose behind the effort from all members of the staff.

## The Results

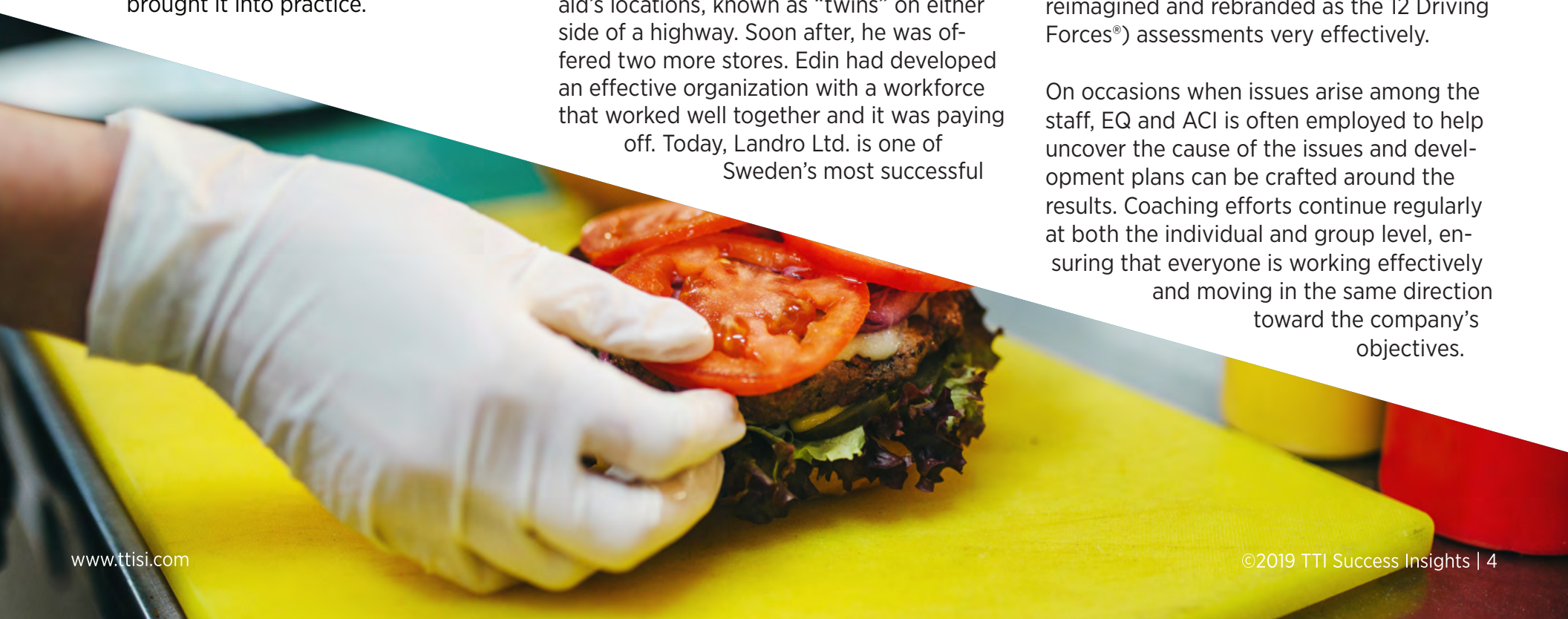
As processes became refined, profits increased. McDonald's corporate office took notice. After successfully passing the company's requirements, Edin was offered the opportunity to purchase two more McDonald's locations, known as "twins" on either side of a highway. Soon after, he was offered two more stores. Edin had developed an effective organization with a workforce that worked well together and it was paying off. Today, Landro Ltd. is one of Sweden's most successful

McDonald's franchisees, currently owning 17 units. Edin's three sons, all supervisors, are preparing to be the next generation of leaders for the company. One of the sons is undergoing evaluation from McDonald's corporate to become a franchise owner himself.

## Why Did It Work?

Strandberg has been part of the process almost from the beginning, helping Edin and his team develop the best possible staff and maximizing their productivity all along the way. EQ (emotional intelligence) and ACI (acumen) assessments are now standard at the restaurant management level while shift leaders and certain others of the staff continue to use DISC and the motivators (now reimagined and rebranded as the 12 Driving Forces®) assessments very effectively.

On occasions when issues arise among the staff, EQ and ACI is often employed to help uncover the cause of the issues and development plans can be crafted around the results. Coaching efforts continue regularly at both the individual and group level, ensuring that everyone is working effectively and moving in the same direction toward the company's objectives.





Edin waxes philosophical when thinking back to the early days and the immense challenge he had in front of him. “Landro Ltd. has become one of McDonald’s largest franchise companies in Sweden. A TTI Success Insights consultant has been with us almost from the beginning, for more than 18 of our 21 years. As the staff grew, the consultant performed analyses every year, following us from small to big. These analyses have helped us to understand our needs and adapt to continuously changing conditions. I have personally participated in the processes and have had the great benefit of strategic support for managing tasks such as personnel planning and recruitment,” said Edin.

It took a driven entrepreneur who was receptive to learning new ways to increase his business, and a successful executive coach who had the tools that the entrepreneur needed to elevate his business to a whole new level. Working together, Edin and his sons, along with executive coach Strandberg, helped build effective teams that worked well together. These teams produced the desired results that not only pleased the corporate entity, but have continued to generate increasing profits over the 21 years of the company’s existence.

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Questions? Call **800.869.6908**  
or email **support@ttisi.com**

