

MAX BURGERS AND THE IMPLICIT CAREER SEARCH

Max Burgers, Sweden's oldest, most popular and most profitable restaurant chain, has over 3,000 employees in their 86 restaurants. In 2007 they included the Implicit Career Search workshop as part of their management training. Here are the results three years later:

Max Restaurant¹	Pre-ICS	Post-ICS
% of trainees becoming managers:	50%	85%
% of managers remaining with Max:	20%	70%
Average training time to become a manager:	2 years	1 year

“When we started using the ICS workshops within our high potentials program (Team 20) there were only about 50% of the trainees that became restaurant managers. And only about 20% that stayed on as managers. The rest went back to their local town and back to their old job as assisting managers. Max wants to expand not only in Sweden but also in the rest of the world. But to do that we have to have many good managers. That's when we got in touch with the ICS program.

We liked the program from the start because it promoted courage and self-awareness. That's exactly what these young men and women needed. By answering the two questions of Mission statement and your Work purpose, people made their decision and then stuck with it. They made a clear plan of what they wanted to be In the future.

Today 85% of all Team 20 members become a restaurant manager and almost 70% stay at their first assignment. Because of the ICS workshop we've cut training time in half. It took us about 2 years to train an RM before and today its one-year.

But the most important change is the drive and ambition that people attending the program are showing us. They have under a few days come to realize that “I am the one and only person responsible for my own development”. And that makes a world of difference. They've decided and they are going for it.”

Jonas Aspenfjall
General Manager Operations
Max Burgers, Stockholm, Sweden

¹ Provided by Max Restaurant Group