



How LEAP helped a Tetra Pak facility in Moerdijk in The Netherlands to:

- Create distributed leadership, improving the effectiveness of decision making and increasing ownership of solutions.
- Increase levels of engagement so that employees embrace and implement change.
- Achieve alignment around the company’s organisational goals and strategy.
- Strengthen a culture of continuous improvement with high levels of trust, commitment and enthusiasm throughout the organisation.

through your people, we can help you **achieve operational excellence**

Background

Tetra Pak is a multi-national food processing and packaging company with close to 22,000 employees operating in more than 170 countries. In 2003, Tetra Pak embarked on an ambitious journey to become a World Class Manufacturer (WCM). To achieve WCM status, manufacturers need to be the best in the field across competitive priorities of customer service, quality, efficiency, reliability, flexibility and innovation. This drive for excellence involves all parts of the organisation and has had a positive impact on many efficiency improvements including improved product quality, reduction of waste and the implementation of autonomous maintenance.

Early in the process, Tetra Pak identified that success with WCM requires high levels of commitment and involvement throughout the organisation. An important aspect of this is recognition and celebrating success, which is why they created The Total Productive Maintenance (TPM) Excellence Award. The Company's success in Total Productive Maintenance has been recognised externally through the Japan Institute of Plant Maintenance (JIPM) with a series of awards worldwide. The Moerdijk Facility has achieved the award for TPM Excellence and continues to demonstrate its commitment to maintaining these high standards in an assessment of Consistency in 2012.

This case study focuses on the Tetra Pak factory in Moerdijk, The Netherlands – which specialises in premium offset printing.

What LEAP participants are saying about:

Leadership

“LEAP is a high energy , interactive programme which teaches you practical tools and methods which you can use to be a better leader.”

Engagement

“I would recommend LEAP for companies who want to involve their people in developing the organisation”.

Alignment

“LEAP teaches you to work more as a group, to fix problems in a group. Now we talk more about people issues and the organisation.”

Performance

“There are lots of tools that are applicable, and I use them. Trust the process. The impossible is possible.”



Challenge: Creating distributed leadership in the face of change

Ambitious production goals for this Tetra Pak facility, to double output in four years, were a fundamental driver of change. A key component of the strategic plan was people development. “We’ve invested in the machines, now we need to invest in the people,” said Andy Gibson, Supply Chain Director who, in short, wanted to “grow potential future leaders” and create distributed leadership.

Tetra Pak Moerdijk engaged XCL in the fourth quarter of 2009. XCL is a consultancy, facilitation and learning development company that supports multi-national operations in achieving large-scale change-management and lean manufacturing status.

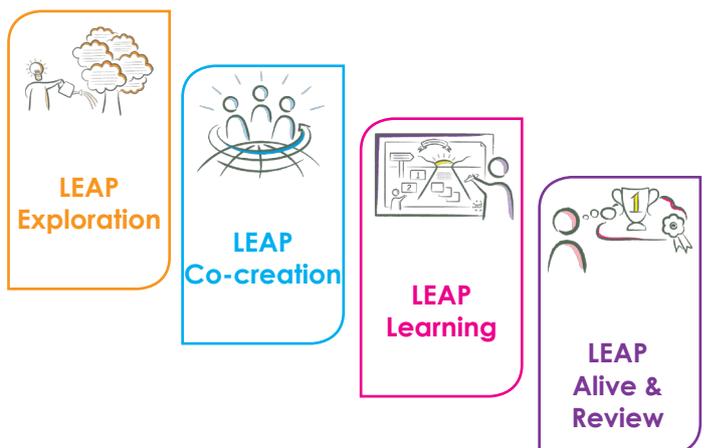
As the Moerdijk facility embarked on the LEAP journey, they were confronted by a number of challenges:

- A cultural legacy influenced by a history of autocratic leadership.
- Low expectations of involvement in decision-making.
- Internal communication frequently experienced as ‘my way or the highway’.
- Silo-thinking between departments both within
- and beyond the supply chain organisation, including marketing and human resources.
- Introductions to World Class Manufacturing practices were largely mandated rather than involving, resulting in limited engagement.

- Conventional approaches to, and limited skills in, training, facilitating, coaching and learning.
- Introduction of new working arrangements and capital plant investments meant increased pressure to ‘sell offset’ and keep the order book full.
- Changes to shift patterns drove the need for greater functional flexibility and a willingness to learn new skills and processes.
- Desire, and pressure, to achieve JIPM standards and sustain them.

Intervention: The LEAP Journey

LEAP is XCL’s innovative, proprietary process to support multi-national operations in achieving large-scale change management and lean manufacturing status.



LEAP Exploration and Co-creation

Exploration and Co-creation came early in the LEAP journey at Tetra Pak, Moerdijk. XCL founder and Managing Director, Dig Woodvine, worked with the senior management team on strategic visioning, insights generation and purpose to help them complete their Objectives, Goals, Strategies and Measures (OGSM) planning process. XCL consultants supported the senior management team in their co-creation of a People Roadmap and continued to work with the team throughout the LEAP journey with periodic Top Team Alignment interventions.

“It (LEAP) is the people side of WCM. It (LEAP Foundation) is a course that is designed to grow people. It focuses not just on leadership skills, on how to lead a team, but also how they should be when they’re working within a team,” explains Andy. “It’s for everyone. It’s designed to complement our WCM program. A lot of it is focused around how teams work together to solve problems.”

All of the members of the Supply Chain Management Team (SCMT) at Tetra Pak, Moerdijk – including maintenance, production, quality, supply chain, finance, WCM and HR managers – have participated in the LEAP process.

LEAP Learning

In the next phase of the process, LEAP Learning – a personal and professional journey to become a facilitative leader – XCL conducted modular training courses and facilitated events over a three-year period. LEAP Foundation courses for over 130 employees, consisting of seven short modules, dovetailed with longer, more intense LEAP Advanced modules. The modules, selected from a proven portfolio, were taken in a sequence recommended by XCL with modifications to take into account the emerging priorities of the factory.

“There are different modules to help you get engagement and the alignment of individuals in an organisation,” reports Marcel Dirx, Maintenance Manager. “The way the training is done, after eight hours you still have the energy to be aligned with the programme. With most training programmes, you have lost me in an hour. They are able to get the energy in the group for a complete day and even a complete week.”

XCL’s core methodology is eXperience Centred Learning, a unique approach that combines experiential learning with application to client’s live, current projects. eXperience Centred Learning drives LEAP and provides individuals with the behaviours and self-belief to change.

“It’s the total set of how they deliver the training. No tables, only chairs in a circle. They give you tools and let you experience it and that’s really a unique thing,” says Marcel. “When you receive training from them you will be energized.” As a result, Tetra Pak participants have been able to act differently and make a profound and immediate impact for themselves and their organisation in relation to their lean ambitions.



LEAP Alive

In LEAP Alive XCL Consultants play a supporting role to ensure clients are able to sustain behaviour change. Services in this phase are designed to be flexible and meet the evolving needs of the organisation. In Moerdijk this support included coaching and advice, facilitating meetings and large group events, evaluation and continuous programme review.

“They don’t just deliver training and that’s it. We have a coach who works with us along side the training. They will guide and facilitate us,” explains Marjolijn Leijs, HR Manager / Education & Training Pillar Leader. “They will sometimes show up to watch our meetings. The strongest part is that they do it all. They are a coach for the company.”

Outcomes: Customer Benefits of LEAP

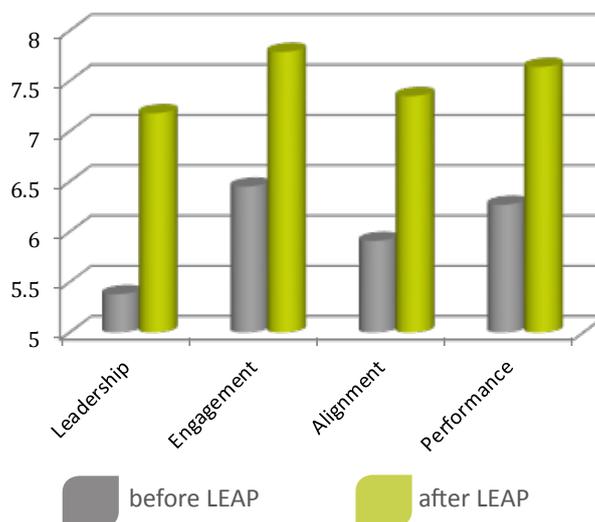
In an employee satisfaction survey conducted at the Moerdijk facility during their LEAP journey, the engagement index increased from 3.8 to 4.3 on a fivepoint scale.

In an online survey conducted in the third year of their LEAP journey, 56 LEAP Learning programme participants reported significant improvements in leadership, engagement, alignment and performance, an average improvement of 20%.

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When asked if they would recommend LEAP to a colleague, the response was overwhelmingly positive. A sampling of the responses follows:

- “I would certainly recommend it to a colleague who regularly works in teams or is a manager of a department.”
- “I recommend it strongly as it is a good opportunity to get to know yourself and each other in a different way!”
- “The whole package being delivered in this course will help whether you are in a manager position or not.”



Leadership

LEAP helped Tetra Pak, Moerdijk create distributed leadership, improving the effectiveness of decision making and increasing ownership of solutions. The biggest benefit for the company has been the widespread impact, reaching and connecting with employees throughout the organisation. LEAP gives them the tools they need to make choices and that stimulates organisational growth.

Andy sees the benefits of this first hand. “The objective is to grow people. We’re seeing people who before were just operators. They came into work and they printed or whatever but now they’ve moved out of the role into engineering functions. Now we’ve got people who were operators running WCM improvement teams on their own and they couldn’t have done that before.”

LEAP Foundation participant, Sudhir Marhe, illustrates this point. “Previously, I was a slitting machine operator. Since LEAP, I have been promoted to an Autonomous Maintenance / Focus Improvement role. Now my goal is to become a WCM Consultant. Thanks to LEAP I think I can do it in 5 to 10 years whereas before it would have taken 20 years.”

What LEAP participants are saying about Leadership:

“Surely recommend LEAP, especially the “problem solving” part, not delegating choices/ issues upwards!”

“It’s a long, but therefore effective, programme to develop your leadership skills with a lot of fun.”

“LEAP is a high energy, interactive programme which teaches you practical tools and methods which you can use to be a better leader.”

Engagement

Another benefit of LEAP is increased levels of engagement. Employees at Tetra Pak, Moerdijk are communicating more effectively and with greater confidence. As a result, they’re more likely to embrace the changes that becoming a world-class manufacturer brings.

“Before LEAP there were only a few people who were engaged in WCM. There were a few disciples and a lot of sceptics. It was always the same one or two people presenting. It never spread to the shop floor properly,” observes Andy. “Now we have a lot more people who believe it and understand it. It has enabled people to understand what we’re driving and why we’re driving it, they understand the need. They are now fully engaged in WCM.”

What LEAP participants are saying about Engagement:

“I would recommend LEAP for companies who want to involve their people in developing the organisation.”

“We had the perfect group for the journey. We taught each other.”

“Now I give more attention (to the interests of) others. Disclosure is key to growing leadership.”

Alignment

LEAP helped the Tetra Pak facility in Moerdijk achieve alignment around the company's organisational goals and strategy. "The whole point of what we're trying to do here is drive a culture change. Now the people on my team feel that they're allowed to contribute," explains Andy.

"The problem we had in Moerdijk was not the shop floor people, but that the talent which was there all along had never been allowed to participate. What we had to focus on at first was to change the management approach so that we released the potential – we allowed and facilitated people to grow and take control of their own machines and processes."

At Tetra Pak, Moerdijk, getting everyone aligned means cross-functional teams are working more effectively and leadership is more equipped to help others achieve success. This has led to a culture that adapts to change and embraces continuous improvement.

What LEAP participants are saying about Alignment:

"I think it gives you a lot of insight on how you work in, and with, a group."

"LEAP teaches you to work more as a group, to fix problems in groups. Now we talk more about people issues and the organisation."

"We have a coating operator who found the courage to address issues around WCM in a constructive way; jointly made a plan accounting for preferences which produced positive changes in the team."

Performance

Tetra Pak, Moerdijk has bolstered continuous improvement with higher levels of trust, commitment and enthusiasm throughout the organisation. This is due, in part, to implementation of processes for planning and preparation. What's more, LEAP practices are demonstrated in teams throughout the facility.

"What we've seen over the years is fantastic improvement in KPIs and LEAP is a definite contributor. We haven't changed the machines so much," explains Andy. "The key is the understanding you learn by doing, then pushing it into the day-to-day business."

What LEAP participants are saying about Performance:

"I recommend LEAP, this will bring you to a higher level."

"You don't always need knowledge to solve a problem or contribute. LEAP is hard work, but it's also fun!"

"There are lots of tools that are applicable, and I use them. Trust the process. The impossible is possible."

Conclusion

The Tetra Pak facility at Moerdijk has embraced LEAP and their continued success is evidence of the value of tools that empower individual choice. They understand that self-awareness and empowerment is a journey that will pay dividends for their organisation.

“LEAP helps us grow our employees, our management team and getting help with developing our people road maps,” says Marjolijn. “XCL provides training to your needs and they’re not basic, they can make it just as you like. And, of course, it’s interactive. I think the personal touch is important as well. If you look at the people, they are all approachable and helpful.”

Driving culture change to achieve WCM status is a challenging task. “The most important thing is that you have to understand that your business needs a culture change and you need to be prepared to make that commitment. If you’re not prepared to do that, don’t start,” advises Andy. “This is not a short-term fix. This is a programme for a few years where you can make a cultural change. You can do it without LEAP but with LEAP you can do it faster. It’s the catalyst to make a cultural change quicker.”

In an era of unrelenting market forces and a challenging business environment, manufacturers will only be successful if their workforce is aligned and engaged. The LEAP journey has equipped everyone at Tetra Pak, Moerdijk with the tools they need to become facilitative leaders who are able to exercise individual choice for the benefit of their organisation.

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