

CASE STUDY

MULTI-NATIONAL MANUFACTURING COMPANY

Food for thought



In brief

Heinz produces £500K in 8 weeks through leadership development workshops

Famously known across five continents for its iconic brands, Heinz provides ready made food world-wide and holds the leading market position in more than 50 countries.

Its world-class portfolio of brands generates a turnover of \$10 billion.

Background

Like many companies Heinz continues to be impacted by the rising costs of fuel and raw materials. In 2007 however, after a period of financial cutbacks, the company embarked on a journey for sustainable profitable growth.

Leaders of the organization built a formidable 7 pillar strategy. At the heart of this strategy was a plan to cultivate a high performance culture that would help the organization to achieve its ambitious goals.

The Challenge

Pilat were invited to design and deliver a programme which would equip leaders to build the desired culture and inspire commitment to the organization's goals.

The challenge was to create a cost effective development programme, which would result in genuine behavioural and cultural change and produce visible financial payback to the organization.

The Solution

The outcomes to be achieved were clarified under the approval of the CEO.

Working in partnership, Pilat designed a high impact behavioural change programme with 5 key elements:

- A pre-programme measure to enable participants to identify their strengths and development needs so that they could focus development on the areas most critical to their own performance.
- An intensive 3 day development intervention workshop with a series of exercises and input sessions designed around real business challenges and individual development needs.
- A follow-up day to be held 8 weeks after the initial workshop to maintain momentum and allow participants to share progress against action plans.
- Support and accountability by assigning an Executive sponsor to each programme.
- Post-programme re-measure 6/8 months after the workshop to establish and report on the changes.

Implementation

To date Pilat has delivered 5 workshops with 55 senior leaders in total.

All 5 workshops have been delivered in partnership and supported by an Executive Team member.

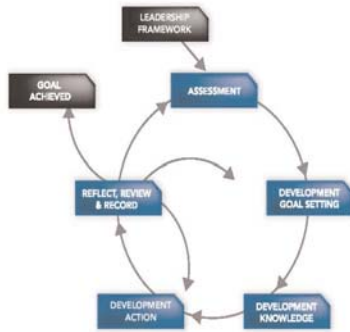
Each workshop has followed the same principles with amendments to content to reflect changes in business focus.

Pre-programme Measure

- Completion of a 360 degree feedback assessment supported by one-to-one coaching to identify strengths and development needs.

Intervention

- A 3 day workshop for 12-16 participants where each participant starts by crystallising their development priorities.
- A series of exercises where individuals practice their targeted behaviours, receive immediate structured feedback and review their performance.
 - Knowledge input sessions tailored to each individual's priority needs.
 - Production of a compelling personal development action plan with practical steps to ensure continued development back in the workplace.
- A commitment to action - to self, group members and the Executive team sponsor.



Follow-up day

- A follow-up 8 weeks after the first workshop to share progress against planned actions, review ROI and to refresh personal action plans.
- Presentation on individual and group achievements (including ROI) to Executive team sponsor.

Post-programme re-measure

- A repeat 360 feedback assessment 8 months later to measure behavioural change.

Results

- **500K added to the bottom line in 8 weeks**
Each participant was asked to share examples of ROI as a result of the programme and their development. 8 weeks after attending the first workshop, the 55 Heinz leaders contributed £500K additional profit to the bottom line.
- **10% shift in leadership behaviours**
A repeat 360° feedback exercise was carried out 8 months after the first programme to establish whether there had been any change in behaviour and whether this had been sustained back in the workplace and over time. The first group to go through the entire programme demonstrated a 10% shift in targeted leadership behaviours.
- The programme has released a network of leaders passionate about the business and able to identify the behaviours required to build a high performance culture.
- The leaders of Heinz are able to support one another on personal and business development and are eager to coach and develop their teams.

Critical success factors

- The development programme supported the business strategy and was closely linked to its success. The content addressed real business issues, integrated fully with the Heinz culture and had full sponsorship from top management.
- The design provided an individualised approach to development within a group learning situation. The programme focused development work on the key behaviours that would benefit each individual participant, rather than a 'one size fits all approach', thereby maximising personal ownership and development spend.
- There was a strong focus on business impact; measurement of the individual and ROI was built into the programme.
- A support structure was put in place that ensured continued development back in the workplace.
- The programme was developed and delivered in partnership with the client, thereby transferring learning and continuity back into the organization.

Comments from participants:



The organization now has the tools and methods firmly in place to implement further cultural and financial changes, which are visible and measureable. The goal of creating a high performance culture has surely been achieved, so the ongoing challenge will be to maintain these improved standards and continue producing outstanding results.



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