

# PILKINGTON UK & NORTHERN IRELAND CASE STUDY



PILKINGTON

## Pilkington UK & Northern Ireland case study

### Customer Quotes

*"Terrific difference" with how the team operate – "attempting the impossible, is now the norm".*

*"I was amazed at how much 'obvious' stuff I had been missing out on"*

*"Even the team members with the longest service and most cynical attitudes have come away with positive comments"*

*"Crowbar to open up new initiatives and ways of working with a team that can be difficult to change"*

### Overview

After a period of working with Pilkington, we were approached by them in 2015 to tender for their Leadership Development Programme.

### Highlights

- Customer survey went from 0\* to 3\* (Gold Standard)
- Employee opinion survey scores increased to 81%.
- 0 Significant injuries for 2018/2019.
- 8,500+ suggestions as part of a suggestions scheme.

## The challenge: Deliver Improved Business Performance.

The outcomes they were looking for included; communicating the vision (so people “get it”), explain properly the need for culture change and be able to lead and land that change, lead by example (walk the talk and to be accountable), engage and motivate their teams to be their best through empowerment rather than the traditional “command and control” methods, develop effective day-to-day performance management through coaching and mentoring.

### Performance measures:

- 3\* Customer satisfaction rating
- 0 Significant Injuries
- >80% employee engagement
- Accelerate leadership capability to generate improved business performance through people

### How we helped:

We ran a modular programme covering 14 sites for the management population from First Line Managers to the Senior Leaders over a 3-year period focusing on various areas such as: -

- Effective Communication (to energise everyone into appropriate action)
- Customer Focused Approaches to all activities
- Leadership Skills that win people's hearts and minds
- Leading and landing change successfully
- Coaching for continuous improvement and sustainability
- Teamworking, to create collaborative high performing teams

### The result: Accelerated success beyond all expectations.

- Customer survey went from 0\* to 3\* (Gold Standard)
- Employee Opinion Survey Scores at 81% (May 2019) up from 75% (May 2016)
- 0 Significant injuries for 2018/2019
- More than 8,500 suggestions over a 2-year period from the shop floor as part of a suggestion scheme set up within the programme

We continued to work closely with Pilkington and since working with the leadership team, one delegate told us that that ***“the Leadership skills we learned on the programme have certainly supported us during the pandemic, who knows where we would be if we hadn’t had the skills to cope and manage during this challenging time”***