



Results Focused Team Working Achieves Impressive Results

This document provides a summary case study of how *Results Focused Team Working* was used to transform the performance of a drinks company following a merger.

The transformation of a strike crippled bottling and distribution plant becoming the winner of Britain's Best Factory award and how this contributed to the organisation becoming one of the world's leading drinks companies.

Background

After a merger between two drink manufacturers morale was low at one of the main bottling and distribution centres. Strikes were frequent, productivity was low, and the threat of closure hung like a black cloud over the unit. Management had lost control and rumours were rife. Radical action was needed merely to survive.

The solution

The management team were engaged in a workshop to agree:

- A new approach for improving two-way communication.
- A new strategy for raising employee engagement and getting everyone involved in addressing issues that would impact on the competitiveness and performance of the company.
- A list of critical issues that needed to be addressed to improve performance and ensure the long-term viability of the unit.

Managers, team leaders and all staff were trained in team working practices and a group of internal team facilitators were trained. A key part of this was providing each employee with a Belbin Team Role profile report which was used during the training.

Over the next three years ***Results Focused Team Working*** was adopted and dedicated teams were selected to tackle each one of the critical issues.

The Outcome

After some cynicism, by management and the workforce, the new approach gradually won more and more approval. Teams began to achieve impressive results and demonstrated significant enthusiasm as they recognized the trust placed in them to address matters typically reserved for management.

Those who were not convinced were gradually won over and actively sought to join one of the improvement teams and management found themselves busy in an unusual way, looking for new issues, problems and challenges to assign to teams.

Each success was celebrated and recognised by a framed certificate of achievement being prominently displayed in the reception area. Notable among the successes were:

- Bottling speed increased from 55 to 70 bottles per minute.
- Packaging stock reduced from 66 to 13 days.
- Leading brand sales increased from £600,000 to £2.1m per year.
- Management levels being reduced from 6 to 3 at a considerable cost saving.
- 20% saving on bottling glass consumption.

The list of successes just grew and grew and eventually a special room had to be created to display the framed achievement certificates. The room also contained videos and other information about the transformation that was being sought by the ever-increasing number of visitors. And once the accolade of winning Britain's Best Factory award was achieved the number of visitors grew even more as people from all over the world came to learn how it had been done.

*©Barrie Watson
barrie.watson@cert-uk.info*