

CLIENT CASE

# Setting standards for a value based leadership culture



“We needed an individual training solution, customised to our special requirements. This was crucial for what we successfully established: The Leadership @Armacell programme”

PETRA FLEIGE, DIRECTOR  
CORPORATE PEOPLE &  
ORGANIZATIONAL  
DEVELOPMENT, ARMACELL

“Krauthammer’s focus is leadership, and it was important for us to find a partner who is an absolute expert in this field. A further decision

## Setting standards for a value based leadership culture to follow the strategy of internationalisation

### Challenge

In 2012, Armacell decided to launch a brand new corporate leadership programme. One of the company’s main objectives was accomplishing a commonly shared leadership culture and a shift in their leaders’ mindset. The goal was to create a strong leadership culture which would be understood and lived throughout the entire company in all the countries where Armacell operates.

### Solution

The first step was the 3-day leadership foundation development programme where the leaders get to know the guiding principles and foundations which they need for performance management.

During the co-designing process, Armacell and Krauthammer identified special challenges that different regions and divisions were facing, and analysed needs and specific learning objectives. Throughout the design process, managers were involved to increase the later buy-in and practicability of the programme. To ensure a close link to the business, the programme was fine-tuned with specific Armacell cases, exercises and content. Before being rolled out to approximately 460 managers, the programme was approved during a pilot.

As a second step, due to the success of the programme, – additional programme elements were added in 2015 and 2016 that focused on engaging leadership and empowering leadership.

The entire programme now consists of 5 training days and will run until all of Armacell’s managing employees worldwide have had the opportunity to participate.

### Results

The international rollout was very successful. Every managing employee from different hierarchical positions participated in the programme and it aligned them in their values and understanding of Armacell’s management routines and tools.

criteria for us to work with Krauthammer was their internal formation at the Krauthammer University. This way we were assured that there are well defined Krauthammer internal standards which are applied during the international rollout and allow a coherent high quality standard for our trainings.”

PETRA FLEIGE, DIRECTOR CORPORATE PEOPLE & ORGANIZATIONAL DEVELOPMENT, ARMACELL

“Armacell managers from around the world are now using a similar language and have the same understanding of leadership.”

**PETRA FLEIGE, DIRECTOR CORPORATE PEOPLE & ORGANIZATIONAL DEVELOPMENT**

Specifically this means, that international standards for performance management such as giving and receiving feedback, accountability, achieving consensus in groups or active listening are now implemented and applied by all managing employees. They have also been gathered into an Armacell book of leadership.

The managing employees now have an easily applicable set of tools combined with a constructive mindset at their disposal. That enables them to motivate and engage their employees, and to enhance the effectivity of their teams. These aspects are also crucial for Armacell to achieve their organisational goals.

### About Armacell

Armacell is a world leader in flexible insulation foams for the equipment insulation market and a leading provider of engineered foams. The company with currently approx. 3,000 employees and 24 production plants in 15 countries generated net sales of EUR 540.2 million in 2015. Armacell operates two main businesses: Advanced Insulation develops flexible foams for the insulation of technical equipment utilized for the transport of energy - such as heating, ventilation & air conditioning (HVAC) and heating & plumbing (H&P) in residential and commercial construction, process lines in the heavy- and oil & gas industry, equipment in transportation, as well as, acoustics. Engineered Foams develops high-performance foams for the use in a broad range of end markets including transportation, automotive, wind energy, sports and construction. Armacell’s products significantly contribute to global energy efficiency.

For more information, please visit: <http://corporate.armacell.com/>.

### About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit [www.krauthammer.com](http://www.krauthammer.com) for more information and contact details.