



CLIENT CASE

Engage people after new acquisitions



“Every company had its own story and considered theirs to be the best. We needed a common culture and language to really become one company”,

GÉRARD DENIAU,
HR MANAGER, PROVIMI

Building a common leadership culture to engage people after new acquisitions

Challenge

In 2009, PROVIMI was undergoing a very important change with no less than five companies merging together to create the PROVIMI group. Each company had its own history and its own strong culture. As such, the newly formed group needed a sense of unity bonded with a common glue.

In order to create one culture and be prepared to face future challenges, managers needed to become more resilient and agile, especially in their interpersonal communication. As such, PROVIMI wanted to implement a new set of managerial practices and behaviours, in order to optimize team functioning and develop individual leadership behaviours. The combined effect of these new shared practices was to increase the competency of the managers to handle changes in the organisation and to bring everyone up to the same level of management.

Solution

The main goal of the “Leadership Development Programme” (LDM) was to develop a common and shared leadership culture that unified and engaged employees. The focus was to work on key managerial behaviours, and on personal development in order to thrive in their business environment, as well as be more resilient with regards to change.

The programme was built with 3 parts separated by a year each, and with different objectives:

1. working on key behavioural management skills and sharing good practices - 5 days
2. following and reinforcing the development of the first programme - 4 days
3. working on personal development, sharing and anchoring the behavioural skills acquired by the Provimi managers - 4 half days.

Starting from the top and showing exemplarity to the whole company, it all began with a workshop for the board members based on two main axes: to optimize the performance of the leading team and develop individual leadership skills.

The programme was created as an evolutionary journey, where managers would progressively grow. First of all, basics were introduced so that

“I saw people who coming to lead projects that included a big portion of communication. These individuals would not have done this before. The programme opened new ways and opportunities for people”,

**GÉRARD DENIAU, HR
MANAGER, PROVIMI**

everyone was brought to the same level. It started with the fundamentals of management, including how to encourage performance and how to manage difficult situations. The next step was to reinforce and develop team building and spirit, and the development of coaching behaviours. The last step was designed to tackle individual situations and anchor the behaviours into managers’ daily lives, with smaller groups and an increased attention to the details.

Results

From 2011-2016, the programme trained 83 participants in France in 53 sessions.

One of the “Leadership Development Programme’s” outcomes was the creation of a common language, and a shared feedback culture between managers.

“Developing “active listening”, using the metaphor of the “last drop”... These attitudes are incredibly powerful and people were completely involved in it. Even today, we can still hear these words in the company, spoken even by people who hadn’t followed the training at the time”

GÉRARD DENIAU, HR MANAGER, PROVIMI

Overall, the observable impact can be described as a real change in the way people communicate: they understood themselves and others better and collaboration increased. Some people also completely changed their behaviours after the training, and were less afraid, took more risks and opened up to others.

About Provimi

Drawing on over 85 years of experience, Provimi is a trusted name in the animal feed industry. By leveraging a global network, the Provimi brand uses their deep knowledge and insights to offer the best animal nutrition solutions to their customers. Provimi’s global presence is anchored in their strong brands in many markets, as well as exports around the world. With a strong track record in nutrition, Provimi has established a network of businesses which supply technical support and manufacture products for all animal species.

About Krauthammer

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