

Leadership and culture

Transformation of the corporate and leadership culture
at a European company in the dairy industry



LEADERSHIP AND CULTURE



Challenge

A company and an entire industry are in upheaval.

The company not only had to cope with the global crisis in the dairy market, but also had to completely realign itself in order to meet the demands of the shareholders and to secure its position in the global competition.

For those responsible, an essential agenda item of the change was to further develop the corporate and management culture in a future-oriented way. As in many other companies, managers had previously been selected primarily by their professional competence - but not for their leadership skills. In the new structure, managers should also have excellent leadership skills.



Solution

In order to even be able to recognize what leadership skills the individual brings to the table, every manager took part in a 6D- Leader Interview.

This was a new form of transparency that also applied to the then still seven-member management team, including possible consequences.

The potential analysis of leadership skills has become an integral part of the human resources strategy.

It is supplemented by a development program with individual training and coaching.



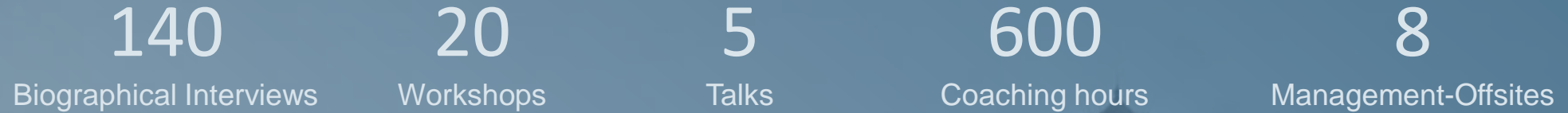
Benefit

In recent years, regular employee surveys and performance measurements have been conducted to check whether the further developed leadership culture is having a beneficial effect in everyday work.

The change is showing initial results, the company has moved and turnover and earnings have been further increased in recent years. So has employer attractiveness and brand positioning.

Today, in addition to a vision and strategy that guide action, there is a leadership culture in which appreciation, fairness, transparency, entrepreneurship and the development of people and products are at the center of the leadership understanding.

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The management has come to the conclusion that we ourselves should participate in what we expect from others. It helps the change process immensely when the management leads the way...

Human behaviour has moved to the centre: command, obedience, purely technical work and control are no longer the order of the day. Today we have a feedback culture. It's about appreciation, staff development and transparent leadership.

Head of HR of the company

- Customer:
 - Food manufacturer
- Performance:
 - 6D Leader
 - Team development
 - Leadership development

WE LOOK
FORWARD TO GET
IN TOUCH WITH
YOU!

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