

## Building the Vision



### Background

Johnson's Apparelmaster is one of the UK's largest Industrial Service companies responsible for supplying and maintaining workplace apparel, operating through 17 plants distributed throughout the UK. Blue Edge carried out a culture audit across the entire group in 2005, using our leading ©Performance Culture Audit metric. In Johnson's Apparelmaster we identified that a tailored management development programme was needed to help further improve performance and staff retention.

### Pilot Programme

Sponsored by the Managing Director, Blue Edge designed the "Pride in our Workplace" management essentials programme which was piloted at three Trailblazer plants. This was coupled with the introduction of a structured team briefing programme to improve group and plant level communications. In addition a subset of the original culture audit was constructed for use as post training programme "pulse check" to evaluate the impact of the programme.

Blue Edge worked alongside the Area Operations, HR, and Training Manager, to develop a programme for plant management teams that would meet the particular needs of the company, during a challenging period for the industry as a whole.

### Rolling out the programme

Following the successful completion of the pilot at the 3 Trailblazer plants, the programme was rolled out to the remaining plants across the UK

In its final form the programme consisted of:

- Initial 1:1 meetings with participants to build engagement and commitment to the programme
- An initial teambuilding workshop for the management team to build cohesiveness and a common approach to team working
- Team Briefing training covering the process and the skills required
- Three Management Essentials training modules addressing some of the key elements of effective management
- Follow up 1:1 coaching sessions for each management team member to ensure learning was being retained and applied

### Benefits

The combination of management training, coaching and team briefing training is delivering a high performance culture at maximum value and is:

- Raising the level of management skills and leadership throughout the company
- Delivering improved workplace behaviour and motivation, and
- Improving communications through effective team briefing.