

Grid[®] Success Stories

Tetra Pak South Africa

A Customer Focused Passion for Performance Excellence: Tetra Pak South Africa



Their employee publication is called *Ikusasa*, the Zulu word for future. Their vision articulates their role in providing liquid food to the people of South Africa: "A Tetra Pak package in every home, every day." Their customer focus is lived through the commitment to cross-functional Key Account Teams that align the processes of the organization to serve their "crown jewel customers," among them the top dairy and fruit juice processors throughout South Africa.

The Johannesburg office is a robust and seemingly paperless office compared to most. People appear to represent a young group of United Nations delegates, bringing to life the diversity represented by their "Rainbow Nation." First names like Mandla, Zakithi, Ieva, Philippe, Lyn, Amsavane, Karl, Vaneshree, and Peter fill the offices around where the preparations for a major "Grid Rollout" took place.

Three intense training periods were planned within a four-month window. Clearly at the forefront of both technology and business logic, Tetra Pak requested this major intervention to support and reinforce the earlier initiatives of their Managing Director, **Philippe Tafelmacher**, and his top team in South Africa. During this time, personal learning, team building, and cross-functional team development were all combined to enhance the dynamic capabilities of almost 100 people.

New ground was explored with the cross-functional teams that included using Grid to understand the customer. One member of a team that serves a large dairy customer expressed, "So much potential. We probably have had good action plans but did not know how to deliver it (for acceptance by the customer)." Self-convincing learning continued to explore the key role of effective behavior with the final activity: developing a concrete model project for each cross-functional team.



With two training periods complete, the final chapter of the three training periods takes place this month, culminating in a two-day gathering of all key account teams and each functional team's director to optimize the potential of this dynamic operation.

GridWorks and TeamWorks: A 3-Day Learning Bonanza!

An entire intact work team is on their feet, enthusiastically pulling critique charts and concrete action plans from walls literally papered with charts, taking them back to the workplace for implementation. As busy and determined as bees, this scene is a far cry from the scene three days before of a barren general session room with empty team tables. At that time, the hint of expectation by the seminar facilitator was the only life in the room.

This is the feeling described by **Cheryl Chapman** after delivering the combination GridWorks/Teamworks design to teams from HR, Marketing, and Engineering at Tetra Pak in South Africa.

Cheryl continues, "After 28 hours of work in three days, the Grid experience has positioned this natural team to implement concrete changes in their behavior. The elevated candor level has provided the teams with renewed passion and energy. They have achieved team consensus on both actual and ideal behaviors and the ideal behavior is now defined in their own words as a 'team contract.' They have provided individual feedback on each other's strengths and improvement steps for raising individual contribution. They have charted a course to move individuals and the team forward. Some teams call it a 'WWW,' short for 'who, what, and when,' indicating the specific and time-bound nature of their action plans."

The design implemented by Cheryl at Tetra Pak is an effective and time-efficient combination of two learning designs that commences with the early GridWorks activities on Day 1, and then shifts to TeamWorks modules on Days 2 and 3. It has been tested with mid-level, intact teams where the leaders or even a portion of the

team has already participated in a full Leadership Grid Seminar. Cheryl, says, “This design met the challenge of consolidating the Grid learning among teams with varying levels of experience with Grid. The first day was an excellent refresher for those who had been to the full seminar, and enabled those new to the experience (and often new to the team) an opportunity to spend the day on learning teams exploring the theory and utilizing critique.” Following the initial GridWorks learning experience, participants were recombined into their full intact teams for TeamWorks modules.



This particular design was developed in response to a request from Tetra Pak. GII’s original proposal suggested the full three-day GridWorks design to bring the rest of their organization into alignment with the earlier work of two in-house seminars and a Building Spectacular Teams seminar for management. But **Peter McDonald**, the Vice-President of Human Resources, persevered. “We want the Grid knowledge, but we also need a team building experience.” By listening to Peter,

we were able to adjust the GridWorks design to 12 hours of activities that included a full Grid lecturette. This was followed by the TeamWorks modules. We were happy with the results, but more importantly, Tetra Pak was happy with the result as seen in comments from some of those involved:

“From a company point, all the management team members have passed nothing but favourable comments about the work and the delivery of it.”

“The use of these two products in this way creates a powerful jump start to team building where the formal Grid training is deficient. As a result of this session (clients with mixed levels of Phase 1 training), I expect to see most if not all the managers completing the ‘Power to Change’ training session in 2002.”

Bruce Carlson first tested this design in South Africa, and now associates **Gavin Robinson** and **Tom Low** have also had the opportunity to deliver the combined design.