

thinking

accountability

focus

self-belief

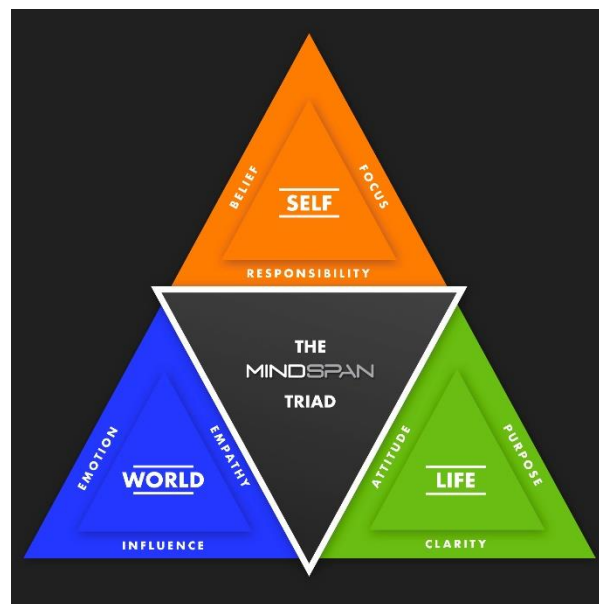
stress reduction



Peak Performance Mind

Management Development Programme

Ardagh Group Case Study



Learning & Performance Solutions with Mindspan

Executive Summary

The Ardagh Group is one of the world's largest packaging companies and operates globally through two business segments: Metal & Glass packaging. With 20,000 employees creating 35 billion containers annually via +100 locations, it names a plethora of leading multinational businesses and brands as customers.

As with all manufacturing businesses, Ardagh Group has had to cope with the impact of the global recession and has transformed itself in the last 5 years through continued dynamic acquisition whilst continuing to align with the changing market landscape.

Such change can unsettle employees as they come to terms with change and the impact that has on their own workplace situation. Evidence from the UK Governments Engage for Success 2012 study looking at employee engagement confirmed that as few as 30% of employees were engaged at work – a figure which leaves the UK ranked nine amongst the twelve largest economies as ranked by GDP (source: Kenexa)

There is conclusive evidence from the 2012 study, that productivity is intrinsically linked to employee engagement and results show that those who take a pro-active approach to improving all aspects of employee engagement, are not only improving their productivity, but are able to reduce costs in areas such as absenteeism and recruitment.

Using the Ardagh Group, Norwich site as a test case, the company engaged Mindspan Global, a leader in the field of psychology-based human development training, to coach and mentor both the Senior Management Team and second-tier managers with the objective to understand and improve the levels of workplace engagement.

Over a three-month period, Mindspan Global delivered bespoke 1 day programmes to 32 members of staff, challenging both their thoughts about themselves and the impact this has on Ardagh Group. To support the programme delivery, a number of 1-2-1 coaching days provided the opportunity for the learning to become "habitual", which is ultimately what all training should achieve.

An element of the programme allowed delegates to "rate Ardagh" by honestly answering a series of 20 statements designed to challenge areas of the business linked to culture, vision & goals, co-operation and respect, as the examples following illustrate;

- "People feel valued for who they are and what they contribute"
- "People are clear about and engaged in the values of the organisation"
- "There is willing co-operation across people and departments"
- "Peoples' energies are invested in activities which produce high quality results"
- "There is negligible stress and frustration around the organisation"

Whilst the purpose of the one-day programme was to spend quality time with people coaching their thinking

behaviour to drive improvements in attitude, mind-set and performance, this early evaluation about Ardagh provided the following results:

32 members of staff measuring their thoughts of Ardagh Group, Norwich site.

Combined average score (out of 100%) -	59%
Highest individual score	- 79%
Lowest individual score	- 45%
Highest combined department score	- 64% Print
Lowest combined department score	- 48% Supply Chain
Greatest variation within a department	- 34% Customer Service

Employee engagement can only be truly measured across a variety of KPI's. However, using the Mindspan results as one of these metrics, at 59% the group demonstrated potential for improvement at time of audit. The subsequent training, the delegates ability to "act on the learning" and follow-up 1-2-1 coaching sessions allows for a positive shift to happen prior to re-sitting the 20 statements again in late November (results to follow).

Delegate feedback directly after the programme attendance was very positive with a selection of the written comments received via the feedback form as follows;

How will the programme benefit you/your company?

"Less stress, more energy, positive attitude" – Engineer

"Work smarter and personal development" – Supply Chain

"Positive outlook with colleagues & customers" – Customer Service

"A positive attitude to on-gong changes" - Engineer

What was the important message in the programme for you?

"Positive thinking and mind-set" – Engineer

"To be more appreciative and show gratitude more often" – Can Assembly

"You are fully responsible for your own reactions and responses" – Print

"Thoughts ultimately drive success" – Supply Chain

To reinforce the learning experience and create a greater feeling of unity, Ardagh worked with Mindspan Global to create a set of posters featuring members of staff and including some of the specific key learning messages from the programme;

thinking

accountability

focus

self-belief

stress reduction



Site **RESPONSIBILITY** lies with us all

We take full responsibility for every choice and decision we make

ArdaghGroup 

MINDSPAN
PEAK PERFORMANCE MIND



This site has its **FOCUS** on **SUCCESS**

When things don't work out, we **REVIEW, LEARN & LET GO**

ArdaghGroup 

MINDSPAN
PEAK PERFORMANCE MIND

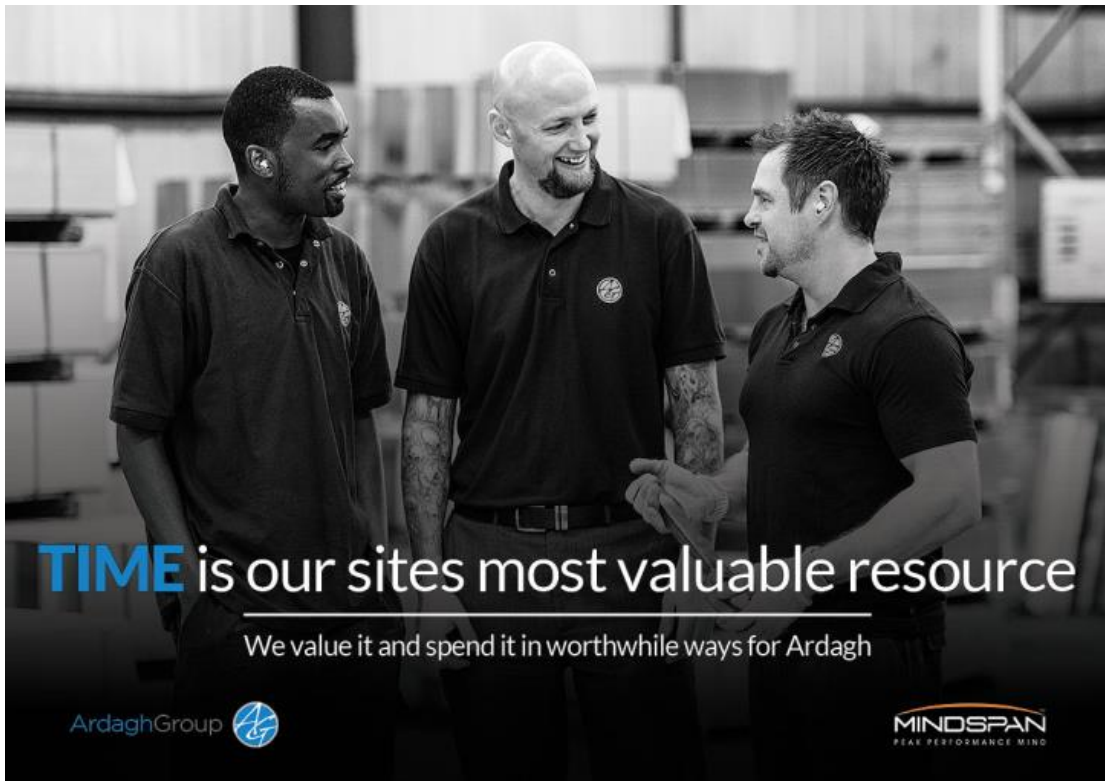
thinking

accountability

focus


self-belief

stress reduction



TIME is our sites most valuable resource

We value it and spend it in worthwhile ways for Ardagh

ArdaghGroup 

MINDSPAN
PEAK PERFORMANCE MIND



High performers set **GOALS**

This site makes goal setting and achievement a winning habit

ArdaghGroup 

MINDSPAN
PEAK PERFORMANCE MIND

The posters have been located in the offices and shop floor and are highly visible to all employees.

Conclusions/Recommendations

One of the many benefits of the Mindspan programme is that delegates take away a psychological toolkit which, if used habitually, will drive positive sustainable change and create quantum shifts in performance and fulfilment.

Many companies we work with engage with Mindspan Global on an annual basis to ensure that those employees who have attended the programme become “refreshed” in the learning whilst introducing new employees to the programme at the same time.

Progression can be towards our Leadership programme which has been delivered to many UK & European clients over the last 22 years.

“Working with Mindspan Global has given us the ability to take stock of what we really value in business and life in general. This programme and the way it is delivered gives time for pause and focus and really helps us understand what it is we want to do to be happy and live a successful and fulfilling life. It puts the onus on oneself and what you can do to achieve your goals and also deal with everyday pressures.

Mindspan’s delivery, understanding and patience is ‘top class’ which makes for a thought provoking and enjoyable experience” **Joe Rahman – Ardagh Group**