

CASE STUDY

Country: Industrial Affairs, LATAM

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RATIONALE

In order to continue the message from the initial CHC meeting in Panama and to encourage the IA team and support functions on the CHC journey, working sessions were organized. Instead of having a top down approach, the key objective was to work together to build ways of working and the CHC identity.

ACTIVITY

- On 26 May, a full morning session was organised with Regional IA support function heads and site heads (Suzano & Ocoyoacac) in order to share the CHC purpose, values and global growth model (outcome of Panamá meeting). It was a very open discussion, to understand together what the CHC purpose means to all of us.
- The values working groups discussed: What will we do? / What will we not do? / What will we, as leaders, do to ensure the behaviours that reflect our values are activated? There was the challenge of everyone not being able to attend in person, so Skype was used and it was helpful, not limiting the workshop model. The session was finalised with nice team lunch to start the amazing journey.
- On 5 July, the IA Latam strategic meeting took place, with a CHC focused day. The objective was to align on one purpose with support functions, site heads, and key players from the sites. There was the opportunity to hear from the voice of the customer (Rodolfo Hrosz) and Global IA CHC (Rafik Amrane). The afternoon session was dedicated to working groups on LEARN TO WIN. Three groups worked on the following topics: *Learn Fast / Focus on value creation (Make informed choices) / Governance model (Make execution simpler)*.

OUTCOMES

- The feedback received was positive and reinforced that consistently involving people makes them feel part of the journey and that this is the best way to move forward, involving more and more people.
 - “Involving and provoking the team in the change of mindset and behavior”
 - “Very clear and easy to connect with the challenges ”
 - “It was the first time that I participated in this kind of strategy communication”
 - “Good duration, not so long, not so short a period is enough ”
 - “Need to be frequent”
 - “Please do not forget that we should deploy”
 - “I’m really proud of being part of this amazing journey”
 - “Good level of discussion and participation (really open)”

LEARNINGS

- The involvement of key people is crucial, and potentially expanding the activity from the heads to the whole team at first (eg. Regional support functions) would be very efficient.

NEXT STEPS

- Next steps and action plans are defined to keep walking the talk - doing this in daily activities is the key to keep momentum.
- Further deployment to the sites (n-1 level) with session planned for September.
- Implement and fine tune the actions defined during the IA Strategic meeting, in order to Learn Fast, Focus on value creation and make execution simpler. Expectation for Q4 is to have the actions mapped, with quick wins implemented.
- In the day to day activities our purpose, values and behaviors should be present as our CHC identity (eg. Meeting rules).

MORE INFORMATION

