

A photograph of an industrial facility, likely a chemical plant or refinery. The scene is dominated by several large, cylindrical, metallic storage tanks arranged in a row. These tanks are surrounded by a complex network of metal scaffolding, pipes, and structural beams. In the background, there are more industrial structures and a tall, slender light pole. The sky is a clear, bright blue with some light, wispy clouds. The foreground consists of a flat, green grassy area. The overall impression is one of a large-scale, modern industrial operation.

KEMIRA

**Creating 50 Leaders
for Change in
100 Days**

SUMMARY

THE CLIENT CHALLENGE

Kemira, a specialist chemicals manufacturer, was undergoing substantial transformation and needed to build change leadership and management capability. To support the organisation strategy, the Supply Chain Management VP recognised the need to develop his function to the next level of operating effectiveness by moving from a regional based to a truly global organisation. The challenge was to develop the leadership team into a highly collaborative force, focused on driving the change and developing commitment in their local leaders.

The aim was not to reduce headcount but instead to drive efficiencies in sourcing, to allow supply chain process improvement in line with best global practice and to simplify decision making interfaces, plus allow interactions with customers from a more global perspective.

HOW WE HELPED

EZOZ and the Supply Chain VP developed a customised process to create a community of local leaders for the change, led by the leadership team. Using high value, short facilitated workshops, with clear actions in between, a community of 50 change leaders was developed in 100 days.

To support the new global operating model, EZOZ worked with the supply chain leadership team to design and implement

revisions to ways of working, process improvements and improved behaviours.

At each stage, time was devoted to planning the communication messages and approach. This relentless focus on communication ensured all stakeholder groups and local leaders were engaged.

CLIENT QUOTES

“Most effective change ever in our business.” Antti Salminen, Managing Director Municipal & Industrial, Kemira

“This is now the benchmark for how we manage change. It was extremely helpful in combining change theory with practice to deliver tangible results.” Mikko Laitinen, Managing Director Operational Excellence, Kemira

“I’ve been involved in many changes over the years and this is by far the best - structured with science to support.” Toni Tamminen, VP Controller for Supply Chain, Kemira

“Terrifically helpful. The models, how they were presented and the experience of the facilitators, helped us focus and move forward very quickly. I now understand the power of communicating properly to facilitate change.” Harry Colley, VP Global Logistics, Kemira

“The sessions helped us to increase trust with one another in the leadership team. We can now be open about issues, which is a good thing. We now give one another feedback directly, which is very helpful.” Ulrika Kurten, VP Sourcing and Procurement, Kemira

THE SOLUTION

DESIGN & VALIDATION

EZOZ design the detailed blended solution. This incorporates a combination of short, high impact face to face workshops, planning/review meetings with Kemira, diagnostic surveys, webinars, and communication events.

DELIVER: PHASE #2 Develop the High Level Solution

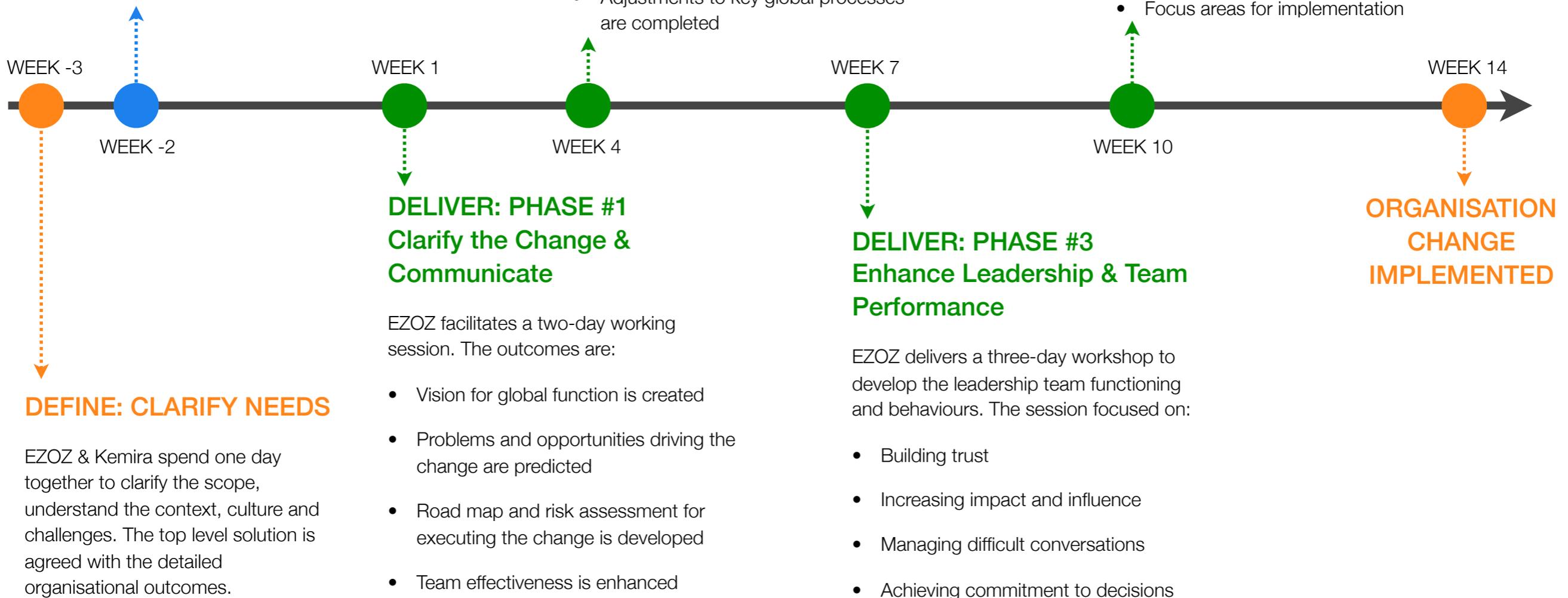
EZOZ facilitates a further two-day working session. The outcomes are:

- Detailed description of the new global functions is created
- Cross-functional scenarios are tested
- Adjustments to key global processes are completed

DELIVER: PHASE #4 Create Local Change Leaders

EZOZ and the senior leadership team collaboratively deliver a two-day workshop to engage the next level reports and build a change community for action. The group of 50 leaders were involved in developing the:

- Detailed functional design
- Focus areas for implementation



DEFINE: CLARIFY NEEDS

EZOZ & Kemira spend one day together to clarify the scope, understand the context, culture and challenges. The top level solution is agreed with the detailed organisational outcomes.

DELIVER: PHASE #1 Clarify the Change & Communicate

EZOZ facilitates a two-day working session. The outcomes are:

- Vision for global function is created
- Problems and opportunities driving the change are predicted
- Road map and risk assessment for executing the change is developed
- Team effectiveness is enhanced

DELIVER: PHASE #3 Enhance Leadership & Team Performance

EZOZ delivers a three-day workshop to develop the leadership team functioning and behaviours. The session focused on:

- Building trust
- Increasing impact and influence
- Managing difficult conversations
- Achieving commitment to decisions

ORGANISATION CHANGE IMPLEMENTED

DELIVER: COMMUNICATION

EZOZ and Kemira develop a detailed communication and announcement plan to address the politics and sensitivities.

THE RESULTS

WITHIN 100 DAYS

- ✓ The organisational change was completed on time and within budget
- ✓ Suspected performance problems were addressed proactively as part of a risk management approach, and minimised
- ✓ Legacy of difficulty executing change was reversed - confidence for the next wave of change was increased
- ✓ Leadership team performance was truly collaborative
- ✓ Individual leaders in the team developed at a personal level
- ✓ Huge confidence was developed in “the 50” both from the Leadership Team and their direct reports
- ✓ 50 local leaders of the change were created and effectively led the next 500 staff



Creating A Community of Change Leaders



“This is the team working I want now for all the teams I am part of.” Mikko Laitinen,
Managing Director Operational
Excellence, Kemira