

Background

Valmet is the leading global developer and supplier of technologies, automation and services for the pulp, paper and energy industries. Valmet's vision is to become the global champion in serving its customers. Valmet's net sales in 2016 were approximately EUR 2.9 billion and it employed about 12.000 professionals around the world. Valmet's head office is in Espoo, Finland and its shares are listed on the Nasdaq Helsinki.

Part of the Valmet offering is an 'in company' service and delivery team termed a Mill Maintenance Outsourcing or MMO. This is run as a stand-alone business unit embedded within the customer site. Such a team operates in the UK as Valmet SAICA Partington.

The Partington site was purpose-built 6 years ago, and Valmet were instrumental in working with the customer in commissioning new kit and establishing ways of working. Further to the installation, Valmet provide an MMO team who oversee the productivity and efficiency of the plant's day-to-day running.

The challenge

After a sustained period of changing workforce and work practices, the MMO Leadership Team wanted to offer a leadership programme, aimed at developing the leadership capabilities and behaviours of the Valmet team based on site. The programme was also designed underpin the renewed Valmet values.

17 people were identified as having some form of leadership responsibility and they were split into two groups for the programme rollout. This lessened the impact of taking key people away from site at the same time. Group 1 was made up of Maintenance Managers and Area Responsible Managers, (6). This group were the main interface between both Valmet HO and the customer. Group 2 were made up of Area Engineers, Area Supervisor, Schedulers, Mechatronics specialist, Condition Monitoring Specialists, Drives & Finishing Specialist, (11).

What we did

Research Interviews – (2 days)

This was a chance to hear directly from people across the team and levels about the current culture and leadership style. What were the real and perceived challenges to the MMO being successful? This gave context to the training modules, coaching support and informed the final design process.

Launch Workshop – (1 hour)

We shared the analysis from the interviews, covering why leadership development was the focus and what the approach would look like. This was also a chance for feedback and additional input from each group.

Workshops

3 main drivers:

- **Leading Self** - aimed at understanding yourself and your impact on others.
- **Leading the Team** – aimed at working both effectively within the leadership team and everyone’s own team management.
- **Leading the Business** – aimed at building an equitable and collaborative relationship with the customer – inspiring confidence across all leadership levels.

Projects – (these ran for the duration of the programme and were integrated into the workshop delivery)

Each group agreed leadership/business projects at the start of the programme to enable the various skills to be applied in a ‘real work’ setting and these were directly related to a business need. At the end of the programme the groups presented back on the progress of their projects and the benefits to the organisation, their team and the site.

121 Coaching – (60-minute sessions) – this was an opportunity for each individual to talk, in confidence, with a professional coach. Coaching took place between training modules.

The results

Group 1 project

- **5S implementation** – Aiming for the concept of 5S ownership by all. Weekly responsibility has been handed over to the shop floor staff who are working well and taking a pride in their work space. Quarterly management reviews are carried out to maintain the consistent standards.

Group 2’s projects

- **Preventative maintenance tracking and reviewing improvements** – working with the Valmet teams on site to action and review, therefore closing the feedback loop and training team members ‘on the job’. There are expected raw material savings with this approach.
- **Onboarding** – aiming to retain people beyond the probationary period and making Valmet a preferred place to work. After issuing internal questionnaires and gaining feedback from staff currently employed, a suggested approach to onboarding has been put forward with suggested timelines. A steering meeting with the customer has been scheduled to agree sign off and next steps.
- **Improve Departmental Working & Communication** –Mechanical and Electrical working as one team, combined meetings taking place and centralized, one shift log/diary.

And what did the client think?

Kevin Lusher, HR Manager – Valmet UK said, *“Enthios were successful in being selected to design and deliver a bespoke Leadership Development Programme for our newly formed Mill Maintenance Outsourcing leadership team; this was a challenge and, true to form, Miles and Kate (with some coaching support from Simon) delivered in spades. They gave generously of their time and worked with us closely to ensure what was delivered met our needs. Our initially sceptical participants found the programme stimulating, interesting and challenging and the impact of their development has been evident even before the programme finished, causing considerable favourable comment from our customer. We are absolutely certain that the investment in our people via this programme will reap benefits for years to come and would strongly recommend Enthios to other businesses”.*